

Ahmad Tantowi

# Superior Strategy in Human Resource Management: From Theory to Practice

EkSystika Press





**Ahmad Tantowi**

**Superior Strategy in Human  
Resource Management:  
From Theory to Practice**

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## Foreword

Welcome to the dynamic and challenging world of Human Resource Management! This book, “Superior Strategy in Human Resource Management: From Theory to Practice”, is specially designed for those of you who want to understand and master the art of managing human resources effectively and efficiently.

In the era of globalization and digitalization that continues to grow, the role of human resource management is becoming increasingly crucial. This book not only presents basic concepts and theories, but also provides practical guidance that can be directly applied in your work environment. Each chapter is carefully structured to provide a deep understanding of various aspects of human resource management, from planning, career development, recruitment, to conflict management and organizational culture.

We believe that human resources are the most important asset in every organization. Therefore, this book is here to help you develop a superior strategy in managing human resources, so that you can achieve organizational goals more effectively. With a comprehensive and practical approach, this book is suitable for HR professionals, managers, academics, and anyone interested in deepening their knowledge in this field.

We hope this book can be a valuable and inspiring reference for you. Happy reading and may you gain new insights that are useful for your career and organization.

Best wishes,  
Kendal, September 19, 2024

Dr.H.Ahmad Tantowi, M.Si, M.Pd

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# LPTNU

LEMBAGA PERGURUAN TINGGI NAHDLATUL ULAMA

# **CHAPTER I**

## **CONCEPTS OF HUMAN RESOURCES MANAGEMENT**

Among the crucial elements of running a contemporary business is human resource management, or HRM. The management of the staff, an essential resource for the company, is the main emphasis of HRM. HRM's primary goal is to increase organizational production via maximizing worker performance and enhancing their working conditions. As a result, HRM is crucial to establishing a happy and effective workplace. HRM in this context encompasses a number of tasks including planning, hiring, choosing, developing a career, training, and assessing employee performance. The planning process involves identifying workforce needs and developing strategies to meet those needs (Kasych, Vrbka, Rowland, & Glukhova, 2020). Recruitment and selection aim to obtain employees who have the qualifications and competencies that match the needs of the organization. Employees can more effectively contribute to the achievement of corporate goals by improving their skills and knowledge through training and career development programs. Furthermore, human resource management (HRM) is responsible for guaranteeing that employment policies and procedures are compliant with relevant laws and regulations, hence fostering an equitable and favorable work environment. Good employment policies include aspects such as fair compensation, protection of employee rights, and provision of safe and healthy working conditions and facilities. Thus, HRM contributes to creating a positive work culture and supporting employee welfare (Abbasi, Tahir, Abbas, & Shabbir, 2022). HRM places equal emphasis on the well-being of workers as valued persons as it does on accomplishing corporate goals. Because of this, HRM is essential to striking a balance between the demands of the company and those of the workforce. Work-life balance, motivation, and job satisfaction are a

few examples of elements that make up employee wellbeing. Organizations may boost employee engagement and loyalty by focusing on their welfare, and this will improve performance and productivity inside the company. HRM needs to keep up with technology advancements and changes in the corporate environment in order to take advantage of future possibilities and challenges. Globalization, digitalization, and changes in workforce demographics are some of the factors that affect HRM. Therefore, HRM needs to develop innovative and flexible strategies to manage the workforce effectively. Thus, HRM can help organizations remain competitive and sustainable amidst the dynamics of ongoing change.

### **History of Human Resource Management**

The history of Human Resource Management (HRM) began long before the modern era, with roots that can be traced back to pre-industrial times. At that time, the relationship between craftsmen and apprentices already reflected an early form of labor management. Craftsmen were responsible for the welfare of apprentices who lived and worked in their homes. However, the formal concept of HRM only began to develop rapidly during the Industrial Revolution in the 18th century, when large factories began to emerge in England and the United States. Poor working conditions and labor exploitation led to labor unrest, which eventually prompted governments to enact labor protection regulations (Oyibo & Gabriel, 2020).

An important development in the history of human resource management (HRM) occurred with the establishment of personnel departments in major corporations at the beginning of the 20th century. The National Cash Register Company (NCR), which founded the first HR department in 1901, is a notable early example. This department was set up to deal with a variety of issues that employees encountered, including salary management, safety, and complaints. This action demonstrated the company's understanding of how critical it is to manage human resources in a more methodical and disciplined way.

The personnel department at NCR has the main objective of ensuring compliance with applicable regulations and increasing worker productivity. To achieve this goal, the department focuses on

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worker training and increasing wages. Training is considered an effective way to improve worker skills and efficiency, while increasing wages is expected to increase worker motivation and loyalty. Thus, the company can achieve higher productivity and reduce the level of complaints and dissatisfaction among workers.

The approach used by NCR in establishing this personnel department is heavily influenced by the scientific management theory developed by Frederick W. Taylor. Taylor emphasized the importance of efficiency and productivity in the production process. He believed that by analyzing and optimizing each step in the work process, companies could achieve better results at lower costs. Taylor's principles were then applied in personnel management to create a more efficient and productive work environment.

In addition, the establishment of the personnel department also reflects a paradigm shift in the relationship between the company and its workers. Previously, workers were often considered replaceable assets, but with the presence of the personnel department, companies began to see workers as valuable assets that needed to be managed well. This includes attention to worker welfare, work safety, and career development. Thus, the HR department plays a vital role in creating a more harmonious and productive working relationship. Overall, the emergence of the HR department in the early 20th century marked a significant step in the history of HRM. This initiative not only helped companies manage human resources more effectively but also made a significant contribution to increasing worker productivity and well-being. The scientific approach adopted by Frederick W. Taylor laid the foundation for the development of more modern and structured HRM practices, which continue to evolve today.

Further developments occurred in the mid-20th century, when attention to employee well-being began to increase. Theories such as Maslow's Hierarchy of Needs and Herzberg's Theory of Motivation began to be applied in HRM, emphasizing the importance of psychological needs and intrinsic motivation of workers. During this period, HRM began to focus on skills development, job satisfaction, and work-life balance. This approach helped create a more humane and productive work environment.

Entering the era of globalization and information technology in the late 20th and early 21st centuries, HRM underwent a major

transformation. Digital technology enabled more efficient employee data management and the development of human resource information systems (HRIS). In addition, globalization required companies to manage an increasingly diverse and geographically dispersed workforce. This gave rise to new challenges in HRM, such as cultural management, cross-cultural communication, and remote workforce management.

Today, HRM continues to evolve with a focus on innovation and sustainability. Companies are increasingly aware of the importance of investing in human resource development as a strategic asset. New approaches such as talent management, leadership development, and employee well-being are becoming top priorities. Thus, the history of HR reflects an evolution from an approach focused on efficiency and compliance, to a more holistic and human-centered approach.

### **Understanding Human Resource Management**

The process of planning, organizing, directing, and regulating an organization's human resources in order to successfully and efficiently accomplish its goals is known as human resource management, or HRM. HRM encompasses a range of tasks linked to overseeing employees inside the company, such as hiring, screening, developing, training, and developing employees as well as handling payroll and benefits. Ensuring that the firm has a skilled and motivated staff to accomplish its strategic goals is the primary goal of HRM (Widarni & Bawono, 2022).

Human Resource Management (HRM) has a very important role in the organization. Its main functions include human resource planning, hiring and firing employees, wages and benefits, performance appraisals, career development, training and development, and occupational safety and health. Each of these functions is interrelated and contributes to the achievement of the organization's overall goals.

Human resource planning is a crucial first step in HRM. Its purpose is to ensure that the organization has the right number and type of employees at the right time. This process involves analyzing workforce needs, forecasting future needs, and developing strategies to meet those needs. With proper planning, organizations can avoid shortages or excesses of manpower that can disrupt operations.



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Hiring and firing employees is another important function in HRM. This process involves selection and recruitment to fill vacant positions and termination of employees who are no longer needed. Effective selection ensures that employees recruited have the qualifications and competencies that match the needs of the organization. On the other hand, termination of employees is done by considering various factors such as performance, organizational needs, and compliance with labor regulations.

Wages and benefits are important aspects in HRM related to employee compensation. A fair and competitive wage system can increase employee motivation and job satisfaction. In addition, benefits such as health insurance, annual leave, and pension plans also play a role in improving employee welfare. Thus, good management of wages and benefits can help organizations retain quality employees.

Other functions that are no less important are performance appraisal, career development, training and development, and occupational safety and health. Performance appraisal helps organizations measure employee contributions and provide feedback for improvement. Career development and training aim to improve employee skills and competencies, so that they can contribute better. Lastly, occupational safety and health ensures that the work environment is safe and healthy, which in turn improves employee productivity and well-being.

Remuneration and benefits are important aspects of HRM that aim to provide fair and competitive compensation to employees. Performance appraisals are conducted to evaluate employee contributions to the organization and to identify areas that require improvement. Career development and training aim to enhance employee skills and competencies so that they can contribute more effectively to the organization. Occupational safety and health are important aspects that aim to create a safe and healthy work environment for employees.

Human Resource Management also plays a vital role in maintaining good working relationships between employees and the organization. This involves effective communication, conflict resolution, and the implementation of fair and transparent policies. Good working relationships can increase employee satisfaction and motivation, which in turn can improve organizational productivity and

performance. HRM is also responsible for ensuring that the organization complies with all applicable labor laws and regulations. Overall, Human Resource Management is a key element in the success of an organization. By managing human resources effectively, an organization can achieve its strategic goals, increase productivity, and create a positive work environment. Good HR can also help organizations to attract and retain the best talent, which is an important factor in facing competition in the global market.

### **Human Resource Management Functions**

Human Resource Management (HRM) is a process that involves planning, organizing, directing, and controlling human resources in an organization to achieve organizational goals effectively and efficiently. HRM includes various activities related to managing individuals working in the organization, including recruitment, selection, training, development, performance appraisal, payroll, and benefits management. The main purpose of HRM is to ensure that the organization has a competent and motivated workforce to achieve its strategic goals (Tanjung, 2020).

Human Resource Management (HRM) has several main functions that are very important for the sustainability and success of the organization. One of the main functions is human resource planning. This planning aims to ensure that the organization has the right number and type of employees at the right time. This process involves analyzing workforce needs based on the organization's short-term and long-term goals. With good planning, organizations can avoid shortages or excess workforce that can affect productivity and efficiency.

The next function is the appointment and dismissal of employees. This process includes selection and recruitment to fill vacant positions and the dismissal of employees who are no longer needed. Effective selection and recruitment ensure that the organization gets employees who have the skills and competencies that match its needs. On the other hand, employee termination is done by considering various factors such as performance, organizational needs, and compliance with laws and regulations.

Remuneration and benefits are also important functions of HRM. This function involves establishing a fair and competitive salary and benefit structure to attract and retain quality employees. A good

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remuneration system considers not only internal factors such as the financial capacity of the organization but also external factors such as industry standards and labor market conditions. Thus, appropriate remuneration and benefits can increase employee motivation and job satisfaction.

Performance appraisal is another crucial function in HRM. Performance appraisal aims to evaluate employee contributions to the achievement of organizational goals. This process involves measuring performance against predetermined indicators, providing feedback to employees, and designing development plans to improve performance. Effective performance appraisal can help identify employee strengths and weaknesses, and provide a basis for decisions regarding promotions, training, and career development.

Career development is an equally important function in HRM. Career development aims to help employees achieve their maximum potential through various training and development programs. This includes technical skills training, leadership development, and mentoring programs. By providing career development opportunities, organizations can increase employee retention and ensure that they have a workforce that is ready to face future challenges.

Training and development is also a major focus in HRM. Training and development aims to improve the skills and knowledge of employees so that they can work more effectively and efficiently. Training programs can cover a variety of topics, from technical skills to soft skills such as communication and time management. With the right training, employees can continue to grow and contribute more to the organization.

Lastly, occupational safety and health is an equally important function. This function aims to create a safe and healthy work environment for employees. This involves implementing occupational safety standards, safety training, and health and wellness programs. By ensuring occupational safety and health, organizations can reduce the risk of accidents and illnesses, increase productivity, and create a positive work culture.

Remuneration and benefits are important aspects of HRM that aim to provide fair and competitive compensation to employees. Performance appraisals are conducted to evaluate employee contributions to the organization and to identify areas for

improvement. Career development and training aim to enhance employee skills and competencies so that they can contribute more effectively to the organization. Occupational safety and health is an important aspect that aims to create a safe and healthy working environment for employees.

Human Resource Management also plays a vital role in maintaining good working relationships between employees and the organization. This involves effective communication, conflict resolution, and implementation of fair and transparent policies. Good working relationships can increase employee satisfaction and motivation, which in turn can improve productivity and organizational performance. HRM is also responsible for ensuring that the organization complies with all applicable labor laws and regulations. Overall, Human Resource Management is a key element in the success of an organization. By managing human resources effectively, an organization can achieve its strategic goals, increase productivity, and create a positive working environment. Good HRM can also help an organization to attract and retain the best talent, which is a critical factor in facing competition in the global market.

### **Human Resource Management Objectives**

The objectives of Human Resource Management (HRM) are very important in ensuring that an organization can achieve its goals effectively and efficiently. One of the main objectives of HRM is to create a good and productive organizational climate. By creating a conducive work environment, employees can work more comfortably and are motivated to give their best performance. This also helps in reducing stress levels and increasing job satisfaction, which ultimately has a positive impact on the overall productivity of the organization. In addition, HRM aims to set up an effective work system. A good work system will ensure that each employee clearly understands their roles and responsibilities. It also includes the development of procedures and policies that support operational efficiency. Thus, the organization can avoid confusion and conflict that may arise due to unclear tasks and responsibilities (Rustiawan, Gadzali, Suharyat, Iswadi, & Ausat, 2023). Improving the welfare of human resources, both physically and mentally, is also an important goal of HRM. Employee welfare includes not only financial aspects,

but also physical and mental health. A comprehensive well-being program can include health insurance, fitness programs, and mental health support. Thus, employees feel valued and cared for, which can increase their loyalty and retention.

Another goal of HRM is to ensure fair opportunities among all human resources. This means that every employee has an equal opportunity to grow and advance in their career without discrimination. Fair and transparent policies in recruitment, promotion, and career development are essential to achieve this goal. It also helps in creating an inclusive work culture that values diversity.

Lastly, HRM aims to increase employee productivity. By providing proper training and development, employees can enhance their skills and knowledge. This not only helps employees in their current jobs but also prepares them for greater responsibilities in the future. Thus, the organization can continue to grow and adapt to the changing business environment.

### **Theoretical Basis of Human Resource Management**

Theoretical Basis of Human Resource Management (HRM) is an important foundation in managing the workforce effectively and efficiently. HRM encompasses various theories and concepts that help organizations optimize employee potential to achieve company goals. HRM is the science and art of effectively managing employee roles and interactions to achieve corporate, employee, and community goals. The necessity of striking a balance between organizational requirements and employee welfare is emphasized by this definition (Adillah & Zaky, 2022).

A crucial component of running a business is human resource management, or HRM. Planning, organizing, directing, and regulating human resources are the key elements of HRM. Each of these elements is essential to the organization's ability to successfully and efficiently accomplish its objectives. Organizations seek to make sure they have the proper amount and caliber of workers at the right time through HRM planning. This entails assessing the current state of the workforce, projecting need, and creating plans to satisfy that demand.

Organizing in HRM involves structuring the organization and a clear division of tasks. A good organizational structure allows for

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efficient information flow and effective coordination between departments. Clear division of tasks helps to avoid overlapping responsibilities and ensures that each employee knows their role and responsibilities. Thus, good organization can increase productivity and operational efficiency.

Direction is a component of HRM that includes providing instructions and motivation to employees. Clear communication, giving constructive criticism, and creating a positive work atmosphere are all necessary for effective directing. There are several ways to boost employee motivation, including offering incentives, recognition, and chances for professional growth. When given clear guidance, staff members will be more driven and dedicated to accomplishing company objectives.

Control in HRM aims to ensure that employee performance is in accordance with established standards. This involves monitoring performance, appraising performance, and taking corrective action if necessary. Effective control helps organizations to identify performance problems early and take steps to improve them. In addition, control also helps to ensure that employees stay on track to achieve organizational goals.

HR planning takes the organization's long-term requirements into account in addition to its immediate demands. Creating training and development initiatives to enhance staff members' proficiencies is part of this. Thus, in a market that is always changing, effective HR planning may assist businesses in staying competitive.

Effective organizing also involves creating a positive organizational culture. A strong organizational culture can increase employee engagement and create a harmonious work environment. This can be achieved through open communication, recognition of employee contributions, and the creation of an inclusive work environment.

Overall, the main components of HRM are interrelated and support each other in achieving organizational goals. Good planning ensures that the organization has the necessary workforce, effective organizing ensures that the workforce can work efficiently, proper direction increases employee motivation and performance, and good control ensures that performance remains in accordance with established standards. By managing these four components effectively, organizations can achieve optimal performance and achieve their long-term goals.

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HRM functions also include employee procurement, development, compensation, and termination. Procurement involves the recruitment and selection process to get employees who are in accordance with the needs of the organization. Development includes training and career development to improve employee skills and competencies. Compensation is the reward given to employees as an appreciation for their contributions, while termination includes the process of terminating employment that is carried out fairly and in accordance with applicable regulations.

HRM theories include various approaches, such as motivation theories, leadership theories, and organizational development theories. Motivation theories, such as Maslow and Herzberg's theories, help understand the factors that influence employee motivation. Leadership theories, such as situational and transformational leadership theories, provide guidance on how leaders can influence and inspire employees. Organizational development theory focuses on how organizations can adapt and thrive in a dynamic environment.

Modern HRM challenges include globalization, technology, and demographic change. Globalization requires organizations to manage a culturally diverse workforce. Technologies, such as automation and artificial intelligence, are changing the way work is done and requiring new skills. Demographic changes, such as an aging population and the entry of millennials into the workforce, are affecting workforce dynamics and organizational needs. Therefore, HRM must continue to adapt and develop innovative strategies to meet these challenges.

## **CHAPTER II**

### **HUMAN RESOURCE PLANNING**

Human Resource Planning (HRP) is a strategic process aimed at ensuring that an organization has the right number and quality of workforce to achieve its short-term and long-term goals. This process involves analyzing HR needs, identifying gaps between needs and availability, and developing strategies to address these gaps. Effective HR planning helps organizations stay competitive and adaptable to changes in the business environment (Muhammad, 2022).

One of the first steps in human resource planning (HRP) is to conduct a workforce needs analysis. This step involves assessing the number and types of skills needed by the organization to achieve its goals. This analysis should take into account factors such as business growth, technological change, and market dynamics. By understanding workforce needs, organizations can plan for employee recruitment, training, and development more effectively.

A workforce needs analysis begins with identifying the organization's strategic goals. These goals include the long-term vision and specific targets to be achieved. For example, if a company plans to expand its operations into international markets, it will need a workforce with foreign language skills and knowledge of global markets. Thus, a workforce needs analysis helps link business strategy to HR needs.

This analysis also considers technological changes that may affect skill needs. In the digital era, technology is evolving rapidly and affecting the way organizations work. For example, the adoption of new technologies such as artificial intelligence (AI) and automation can change the types of skills required. Therefore, organizations need to identify relevant technology skills and plan training to develop these skills among employees.

Market dynamics also play a vital role in workforce needs analysis. Changes in market demand, competition, and industry trends can



affect workforce needs. For example, if there is an increase in demand for a particular product or service, an organization may need to increase the number of employees or develop new skills to meet the demand. By understanding market dynamics, organizations can respond to changes quickly and effectively.

Workforce needs analysis also involves assessing the existing workforce. This includes evaluating the skills and competencies of current employees and identifying skills gaps that need to be filled. By conducting this assessment, organizations can plan appropriate training and development programs to enhance employee skills and ensure they are ready for future challenges.

Workforce needs analysis enables organizations to plan recruitment better. By knowing what skills are needed, organizations can design effective recruitment strategies to attract suitable candidates. This includes determining the right recruitment channels, drafting clear job descriptions, and developing efficient selection processes.

Workforce needs analysis also helps in planning employee career development. By understanding long-term skill needs, organizations can design career paths that allow employees to grow according to the needs of the organization. This not only improves employee satisfaction and retention but also ensures that the organization has a workforce that is ready to face future challenges. Thus, workforce needs analysis is a critical step in HR planning that helps organizations achieve their strategic goals more effectively and efficiently.

Once the workforce needs have been identified, the next step is to identify the gaps between the current human resource needs and availability. This involves assessing the skills and competencies of the current employees and their potential for growth. Identification of these gaps is essential to determine areas that require intervention, such as additional training or new recruitment.

Strategies to address human resource gaps can include a variety of approaches, such as training and development programs, recruitment, and employee retention. Training and development programs aim to enhance the skills and competencies of existing employees, so that they can meet the evolving needs of the organization. Recruitment, on the other hand, aims to attract new talent with the required skills. Meanwhile, retention strategies focus on retaining high-performing

employees by offering incentives and career development opportunities.

The benefits of effective human resource planning are significant for organizations. By having the right workforce, organizations can improve productivity, efficiency, and service quality. In addition, good human resource planning also helps in reducing costs associated with employee turnover and labor shortages. Overall, human resource planning is a key element in ensuring the sustainability and long-term success of an organization.

### **Urgency of Human Resources**

Human resources (HR) are the most valuable asset in every organization or country. The existence of quality HR is the main key to achieving the goals and vision that have been set. Without competent and committed HR, it is difficult for an organization to develop and compete in this increasingly competitive era of globalization. Therefore, HR development and management are very important to ensure that each individual can make maximum contributions according to their potential and abilities (Tien, Ngoc, & Anh, 2021).

Productivity and efficiency at work may both rise with effective HR management. Employees may increase their skills and knowledge to perform more effectively and efficiently by receiving the proper training and development. Furthermore, an environment at work where people feel valued and inspired to perform to the best of their abilities may be established via effective HR management. Naturally, this will improve the organization's performance as a whole (Jeni, & Al-Amin, 2021).

Human Resources (HR) play a crucial role in an organization's ability to adapt to change. In this digital era, change is happening very quickly and organizations must be able to adapt to stay relevant. Human resources with good adaptability will be a valuable asset in facing challenges and changes that occur. They can help organizations to continue to innovate and find creative solutions in dealing with various situations.

The adaptability of human resources is very important because technology and business trends continue to evolve. Organizations that are unable to keep up with these developments risk being left behind by their competitors. Adaptive human resources can learn

new technologies quickly and implement them in daily operations, so that organizations remain competitive and efficient.

Changes in government regulations and policies also require organizations to adapt. Human resources with good adaptability can help organizations navigate these changes more easily. They can ensure that organizations comply with new regulations and avoid potential sanctions or fines that can be detrimental.

Markets and consumer preferences are also changing rapidly. Adaptive human resources can help organizations understand and respond to these changes quickly. They can develop marketing strategies that are in line with the latest trends and ensure that the products or services offered remain relevant and attractive to consumers.

The adaptability of human resources is also important in dealing with crisis situations. In unexpected situations, such as a pandemic or natural disaster, adaptive human resources can help organizations continue to operate and find creative solutions to overcome existing challenges. They can work together with other teams to develop contingency plans and ensure business continuity.

Thus, the urgency of HR in an organization's ability to adapt to change cannot be ignored. Adaptive HR is a valuable asset that can help organizations continue to innovate, stay relevant, and face challenges with confidence.

Productivity and efficiency at work may both rise with effective HR management. Employees may increase their skills and knowledge to perform more effectively and efficiently by receiving the proper training and development. Furthermore, an environment at work where people feel valued and inspired to perform to the best of their abilities may be established via effective HR management. Naturally, this will improve the organization's performance as a whole (Jeni, & Al-Amin, 2021).

The importance of HR is also reflected in their contribution to economic and social development. Quality HR not only provides benefits to the organization where they work, but also to society as a whole. They can play an active role in various social and economic activities, as well as become agents of change that have a positive impact on the surrounding environment. Therefore, investment in HR development is a long-term investment that will provide sustainable benefits for all parties.

## **Human Resource Planning**

A strategic process called human resource planning (HRP) makes sure that a company has the correct amount and caliber of employees to meet its short- and long-term objectives. This process involves analyzing human resource needs, forecasting future needs, and developing strategies to meet those needs. Effective HRP helps organizations avoid under- or over-staffing, which can negatively impact productivity and efficiency (Nwafor, 2023).

A workforce needs analysis is a crucial first step in human resource planning (HRP). The process begins with an in-depth assessment of the positions within the organization. Each position is analyzed to understand the responsibilities, duties, and roles that must be performed. This assessment helps identify whether the position is still relevant or needs to be adjusted to meet the current needs of the organization.

Next, the skills required for each position are evaluated. This includes both technical and non-technical skills needed to perform the task effectively. For example, in the technology industry, skills such as programming and data analysis may be in high demand. Meanwhile, communication and time management skills may be more important in managerial roles. This evaluation ensures that the organization has a competent workforce that is ready to face the challenges.

The number of workers needed is also a focus in this analysis. Organizations must determine how many employees are needed to run day-to-day operations efficiently. This involves calculating workload, productivity, and work capacity. By knowing the right number of employees, organizations can avoid labor shortages or excesses that can affect operational performance.

In addition to internal factors, workforce needs analysis also considers external factors. Changes in technology, for example, can affect the types of skills needed. Labor market conditions also play a significant role, as the availability of workers with certain skills can influence recruitment strategies. Industry trends, such as increased automation or regulatory changes, must also be factored into HR planning.

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By considering all of these factors, organizations can plan their workforce needs more accurately. A comprehensive workforce needs analysis helps organizations stay adaptive and responsive to changes in the business environment. It also ensures that organizations have the right workforce to achieve their long-term goals.

Once workforce needs are identified, the next step is HR needs forecasting. This forecasting uses historical data and future trends to predict workforce needs over a specific time period. Forecasting methods can include statistical analysis, mathematical models, and expert judgment. The goal of this forecasting is to anticipate changes in workforce needs and develop strategies to address those changes.

Strategies developed in HR planning can include recruitment, training, career development, and employee retention. Recruitment aims to attract and select candidates who meet the required qualifications. Training and career development help employees improve their skills and prepare them for bigger roles in the future. Employee retention focuses on creating a supportive work environment and providing incentives to retain high-performing employees. The benefits of effective HR planning are significant. By having the right workforce, organizations can increase productivity, efficiency, and operational flexibility. In addition, good HR planning also helps reduce costs associated with employee turnover and labor shortages. Thus, HR planning is not only about meeting current workforce needs, but also about preparing the organization for future challenges and opportunities.

### **Human Resources Information and Forecasting**

Human resource (HR) information and forecasting are essential elements of effective HR management. HR information includes data about employees, such as their skills, experience, and performance. This data is collected through a variety of methods, including surveys, interviews, and HR information systems. Accurate and up-to-date information allows managers to make better decisions regarding employee recruitment, training, and development (Bal, Bozkurt, & Ertemsir, 2022).

Human resource (HR) forecasting is an essential process in organizational management that aims to predict future workforce

needs. This process is based on the analysis of historical data and current trends, allowing organizations to identify patterns and possible changes in workforce needs. By understanding these trends, organizations can make better decisions regarding employee recruitment, training, and development.

One of the main benefits of HR forecasting is its ability to help organizations anticipate changes in workforce needs. For example, if data shows that demand for a particular skill is increasing, organizations can begin searching for and training employees with that skill before a shortage occurs. Conversely, if trends indicate a decrease in the need for a particular skill set, organizations can plan for gradual workforce reductions to avoid a workforce glut.

HR forecasting methods can vary, including statistical analysis, mathematical models, and expert judgment. Statistical analysis involves using historical data to identify trends and patterns, while mathematical models can be used to make more accurate predictions based on certain variables. Expert judgment involves consulting with industry experts or experienced managers who can provide insights based on their experience and knowledge.

With proper forecasting, organizations can avoid the problems associated with a workforce shortage or surplus. A workforce shortage can disrupt business operations and reduce productivity, while a workforce glut can increase costs and reduce efficiency. Therefore, accurate HR forecasting is essential to maintaining a balance between workforce needs and available resources.

Overall, HR forecasting is an invaluable tool for organizations in managing their workforce effectively. By predicting future workforce needs, organizations can develop proactive strategies to address changes and ensure that they have the right workforce at the right time. This not only helps in maintaining smooth business operations but also enhances the organization's ability to adapt to changes in the market and business environment.

One of the major benefits of HR forecasting is the ability to plan for long-term workforce needs. This allows organizations to identify the skills that will be needed in the future and start developing or recruiting employees with those skills. In addition, HR forecasting also helps in planning appropriate training and development programs for current employees so that they can meet the future needs of the organization.

HR information and forecasting also play a vital role in employee performance management. By having accurate data on employee performance, managers can identify areas that need improvement and develop plans to improve performance. In addition, this information can also be used to identify high-potential employees and plan their career paths within the organization.

Overall, HR information and forecasting is an invaluable tool in HR management. By utilizing accurate data and the right forecasting methods, organizations can ensure that they have the right workforce to achieve their business goals. This not only improves efficiency and productivity but also helps organizations to stay competitive in the ever-changing market.

### **Human Resources Procedures and Plans**

Human resource (HR) procedures and plans are essential elements in organizational management that aim to ensure that the company has the right workforce, in sufficient numbers, and with the appropriate skills to achieve its strategic goals. This procedure includes various steps ranging from recruitment, selection, development, to retention of the workforce. Each step must be carefully planned to ensure that the company's HR needs are met effectively and efficiently (Armstrong & Taylor, 2023).

The first step in the human resource (HR) planning procedure is to determine workforce needs. This process begins with an in-depth analysis of the number and types of skills needed by the company, both in the short and long term. This analysis includes identifying the positions that need to be filled and the competencies required for each position. Thus, companies can ensure that they have the right workforce to achieve their business goals.

In addition, companies must consider industry trends and changes in the business environment that may affect future workforce needs. For example, the development of new technologies or changes in regulations can affect the types of skills needed. Therefore, companies need to always update their analysis to stay relevant and competitive in the market.

Once workforce needs have been determined, the next step is to develop a strategy to meet those needs. This can involve external recruitment, training and development of existing employees, or a

combination of both. This strategy should be tailored to the company's business objectives and current labor market conditions. Implementing an HR planning strategy also requires good coordination between various departments within the company. For example, the HR department should work closely with line managers to ensure that the workforce needs of each department are met. In addition, effective communication between management and employees is also important to ensure that all parties understand the goals and processes of HR planning.

Companies should periodically review and evaluate the effectiveness of their HR planning. This involves measuring employee performance and the achievement of business goals, and adjusting the strategy if necessary. In doing so, companies can ensure that they always have a competent workforce that is ready to face future business challenges.

Once workforce needs have been determined, the next step is the recruitment and selection process. Recruitment involves finding candidates who meet predetermined qualifications, either through job advertisements, recruitment agencies, or professional networks. Selection is then carried out through various methods such as interviews, skills tests, and psychological assessments to ensure that the selected candidates have the skills and character that match the company's culture and needs.

Human resource development is the next important step in this process. Human resource development involves training and developing the skills of employees to ensure they can meet the demands of their jobs and contribute optimally to the company's goals. Training programs can include technical training, leadership development, and soft skills training such as communication and teamwork. In addition, companies should also provide opportunities for career development and internal promotions to maintain employee motivation and retention. Human resource maintenance involves various efforts to retain high-performing employees and ensure their well-being. This includes providing competitive compensation, additional benefits, and a supportive work environment. Furthermore, it is vital for organizations to establish an equitable and lucid performance assessment framework in order to furnish valuable insights and pinpoint opportunities for enhancement. Therefore, efficient HR policies and practices



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guarantee that staff members feel appreciated and inspired to perform to the best of their abilities in addition to assisting the business in achieving its objectives.

## **CHAPTER III**

### **CAREER DEVELOPMENT**

Career development is a very important process in the workplace, as it helps individuals achieve their professional goals and improve organizational performance. Career development involves various activities designed to improve employee skills, knowledge, and competencies. This process is not only beneficial for individuals, but also for organizations that want to retain and develop quality human resources (Sugiarti, 2022).

Career development is an important aspect of human resource management that aims to improve employee performance. By providing appropriate training and education, employees can develop new skills that are relevant to their jobs. This training can be in the form of courses, workshops, or certification programs designed to improve employee competency in certain fields. Thus, employees are not only able to complete their tasks more efficiently but can also contribute more to achieving organizational goals.

Enhancing career development is crucial for raising employee work satisfaction in addition to productivity. Employee work satisfaction tends to increase when they perceive opportunities for learning and growth. The team and organization's performance as a whole may increase as a result of the high work satisfaction level's beneficial effects on employee morale and motivation. Happy workers also have greater retention rates and are often more devoted to their employers.

Career development also helps employees feel more valued by the organization. When organizations invest in employee development, it shows that they value their contributions and care about their professional development. This feeling of being valued can increase employees' self-confidence and motivation to continue to excel and achieve higher goals. In addition, employees who feel valued tend to have better working relationships with their colleagues and are more committed to the organization.

High employee motivation is one of the keys to organizational success. By providing career development opportunities, organizations can help employees reach their maximum potential. Motivated employees will be more proactive in finding solutions, more creative in facing challenges, and more enthusiastic in their work. This not only benefits individual employees but also has a positive impact on the organization as a whole.

Finally, career development also contributes to the achievement of organizational goals. Employees who have better skills and knowledge will be able to work more effectively and efficiently. They can implement new strategies, improve the quality of products or services, and help the organization compete in an increasingly competitive market. Thus, investing in employee career development is not only beneficial to the employees themselves, but also to the long-term success of the organization.

Career development also has long-term benefits for the organization. By having a good career development program, organizations can attract and retain quality employees. Employees who feel that they have opportunities to grow within the organization tend to be more loyal and committed. In addition, career development also helps organizations in succession planning and ensuring that they have future leaders who are ready to take over important roles.

There are several methods that can be used in career development, including formal training, mentoring, and job rotation. Formal training can be in the form of courses or workshops designed to improve technical or managerial skills. Mentoring involves connecting more experienced employees with newer employees to provide guidance and support. Job rotation allows employees to gain experience in different parts of the organization, which can help them develop a broader understanding of the business.

It is important for organizations to continually evaluate and adjust their career development programs. The needs and goals of employees and the organization can change over time, so career development programs must be flexible and responsive to these changes. Thus, career development is not only a tool to improve current performance, but also a long-term investment in the success of the organization.

## Understanding Career Management

## Superior Strategy in Human Resource Management: From Theory to Practice

Career management is the process of managing and planning an employee's activities to improve their career development. This process involves employees and members of the company unit, and includes the concepts of self-awareness, career exploration, connections, and learning processes. Career management aims to help employees achieve their career goals while meeting the needs of the company. Thus, career management is an important investment for companies to ensure that employees develop and contribute optimally (Salleh, Omar, Aburumman, Mat, & Almhairat, 2020).

Finding a balance between the objectives of the organization and the employees is the primary aim of career management. In this situation, businesses need to make sure that staff members feel appreciated and inspired to fulfill their own ambitions in addition to helping the company reach its objectives. In order to foster a positive, productive work atmosphere where people feel engaged and dedicated to their jobs, this balance is crucial.

Improving employee well-being is one important aspect of career management that should not be ignored. Employee well-being covers various dimensions, including physical, mental, and emotional health. To achieve optimal well-being, companies can implement wellness programs that include regular health checks, sports facilities, and health campaigns. Additionally, companies can also provide access to counseling services to help employees cope with stress and personal issues they may be facing.

Skills training programs also play a vital role in improving employee well-being. By providing relevant training, employees can develop new skills that not only improve their performance at work but also provide a sense of accomplishment and personal satisfaction. This training can cover a variety of areas, from technical skills to management and leadership skills, all of which contribute to employee career development.

In addition to wellness and training programs, companies can also adopt flexible work policies to support employee well-being. Policies such as working from home, flexible working hours, and additional leave can help employees balance their work and personal lives. By providing this flexibility, companies can help reduce stress levels and increase employee job satisfaction.

The benefits of improving employee well-being are not only felt by the employees themselves but also by the company as a whole. Employees who feel valued and supported by the company tend to have higher levels of job satisfaction, which in turn can improve their productivity and quality of work. Additionally, well-off employees also tend to be more loyal and have higher retention rates, reducing costs associated with employee turnover.

Overall, investing in employee well-being is a very valuable investment for companies. By creating a supportive work environment and paying attention to employee well-being, companies can not only improve performance and productivity but also build a reputation as a good place to work. This can attract the best talent and create a positive and sustainable work culture.

In addition, career management helps employees identify their potential and skills. Through the assessment and development process, employees can understand their strengths and weaknesses, as well as opportunities for further development. This allows employees to better plan their career paths and take the necessary steps to achieve their career goals. The company also benefits from having a more skilled workforce that is ready to face future challenges.

Career management also plays a role in establishing a strong relationship between employees and the company. By providing support and development opportunities, the company can build employee trust and loyalty. This strong relationship is essential to creating a positive and collaborative work culture, where employees feel valued and supported in achieving their goals. It can also improve communication and collaboration between teams, which are essential to the overall success of the organization.

Lastly, career management serves as evidence of corporate social responsibility. By demonstrating a commitment to human resource development, the company can strengthen its reputation as a caring and responsible workplace. This not only attracts the best talent, but also improves the company's image in the eyes of external stakeholders. Thus, career management is not only beneficial to employees and the company, but also to society as a whole.

The benefits of career management for companies are significant. This process can improve the quality of employee performance, strengthen their morale, and increase engagement and commitment

to the company. With effective career management, companies can identify employees' skills, interests, and career goals, which in turn helps in succession planning and future specialization development. It also creates a continuous learning environment within the company.

The career management process in a company usually involves several stages. The first stage is mapping, which aims to understand the strengths, weaknesses, and potential of employees. Next is planning, where the company's goals and benefits to be gained are determined. The next stage is exploration, where employees are encouraged to explore various possible career paths. This process also includes demonstrating competency, mentoring new employees, and conducting periodic reviews to ensure continued development.

Overall, career management is an essential element in effective human resource management. By managing and planning employee careers on an ongoing basis, companies can ensure that they have a workforce that is motivated, skilled, and ready to face future challenges. This not only improves organizational performance but also helps employees achieve satisfaction and stability in their careers.

### **Career Management Model**

A career management model is a systematic approach used by organizations to help employees develop and manage their careers effectively. This process involves various steps, from career planning, competency mapping, to performance evaluation and training. The main goal of career management is to ensure that employees have a clear career path and can reach their maximum potential, which in turn will increase productivity and job satisfaction (Hirschi & Koen, 2021).

The first step in the career management model is career planning. At this stage, employees and managers work together to set short-term and long-term career goals. This process involves assessing employee skills and interests, and identifying appropriate development opportunities. Good career planning helps employees understand their career paths and the steps they need to take to achieve those goals.

The next stage is competency mapping, where employees' skills and abilities are evaluated to determine their suitability for various

positions within the organization. This mapping helps identify employees' strengths and weaknesses, as well as areas that require further development. With accurate competency mapping, organizations can place employees in positions that best suit their skills, thereby increasing work efficiency and effectiveness.

Performance evaluation is another important step in the career management model. This evaluation is conducted periodically to assess the progress of employees in achieving their career goals. This process focuses not only on achieving targets but also on developing skills and competencies relevant to their position. Thus, performance evaluation becomes an effective tool to ensure that employees stay on track in their career journey.

Constructive feedback is given to employees to help them understand areas for improvement and steps that can be taken to improve their performance. This feedback should be specific, objective, and delivered in a supportive manner. By providing clear and targeted feedback, employees can more easily identify their weaknesses and work to overcome them. In addition, positive feedback is also important to motivate employees and recognize their achievements.

Effective performance evaluation also helps organizations identify employees who have the potential for promotion or new assignments. Through comprehensive evaluations, managers can see which employees demonstrate high ability and commitment. This allows organizations to better plan employee career development and ensure that the best talent gets the opportunity to grow.

In addition, performance evaluation also serves as a communication tool between management and employees. This process provides an opportunity for employees to convey their career aspirations and get input from management on how they can achieve these goals. Thus, performance evaluation is not only an assessment tool, but also a means to build better relationships between employees and management.

Finally, regular performance evaluations help organizations stay adaptive and responsive to change. By continuously monitoring and assessing employee performance, organizations can quickly identify and address emerging issues. It also allows organizations to adjust their strategies and policies according to the latest needs and

developments, thus ensuring that they remain competitive and relevant in the market.

Lastly, training and development is a key component of career management. Training programs are designed to enhance employees' skills and knowledge, so that they can meet the increasingly complex demands of the job. Career development also includes mentoring and coaching, which provide additional support to employees in achieving their career goals. By investing in training and development, organizations can ensure that their employees are always ready to take on new challenges and contribute to their full potential..

### **Effectiveness of Career Management**

Effective career management is key to ensuring that employees can grow and reach their full potential within the organization. Effective career management benefits not only employees but also the organization as a whole. By providing clear career paths and appropriate development opportunities, organizations can increase employee motivation and engagement, which in turn will improve organizational productivity and performance (Greco & Kraimer, 2020).

Good career planning is one of the important aspects of effective career management. This process involves setting clear and measurable short-term and long-term goals. Short-term goals may include improving certain skills or achieving a certain position in the near future, while long-term goals may be achieving a managerial position or specializing in a particular field. By setting clear goals, employees can have a clear direction in their career journey.

The steps required to achieve these goals should also be well identified. This could include additional training, certification, or specific work experience required to achieve career goals. In addition, it is important for employees to continuously evaluate and adjust their career plans according to changes in the industry or organization. In doing so, they can remain relevant and competitive in the job market.

Career planning also gives employees a clear view of their future within the organization. They can see the possible career paths they can take and understand the steps they need to take to reach their desired position. This not only helps employees feel more secure in



their jobs, but it also provides additional motivation to work hard and achieve their goals.

Motivation is a key factor in career success. By having a clear career plan, employees can feel more motivated to achieve their goals. They have a clear picture of what needs to be done and how to achieve it, which can increase job satisfaction and productivity. In addition, good career planning can also help reduce employee turnover rates, as they feel more engaged and committed to the organization.

Overall, good career planning is an essential component of effective career management. By setting clear goals, identifying the steps needed, and providing a clear view of the future, employees can feel more motivated and committed to achieving their goals. This not only benefits the employee, but also the organization, as motivated and committed employees tend to be more productive and contribute more to the success of the organization.

Additionally, regular and constructive performance reviews are also an essential component of effective career management. Performance evaluations help employees understand their strengths and weaknesses, as well as areas for improvement. The feedback provided during performance evaluations can form the basis for further development of skills and knowledge, which will help employees achieve their career goals.

Training and development is another important element in career management. Well-designed training programs can help employees develop new skills and enhance their competencies. In addition, training can also help employees prepare for more senior roles or greater responsibilities in the future. Thus, organizations can ensure that they have a workforce that is ready to face new challenges and contribute to their full potential.

Lastly, support and guidance from managers and mentors is also very important for effective career management. Managers and mentors can provide the guidance, advice, and support needed to help employees overcome obstacles and achieve their career goals. With strong support, employees will feel more confident and motivated to continue developing and reaching their full potential.

## **CHAPTER IV**

### **HUMAN RESOURCES RECRUITMENT**

Human resource (HR) recruitment is an important process in organizational management that aims to find, attract, and select the right individuals to fill certain positions. This process not only ensures that the company has a qualified workforce but also helps in achieving the business goals that have been set. Effective recruitment involves various stages, starting from identifying workforce needs, searching for candidates, selecting, to placing employees who match the qualifications and competencies needed (Alzoubi, 2020).

The first stage in recruitment is identifying workforce needs. At this stage, the company determines the positions that need to be filled and the qualifications needed. This process begins with an in-depth job analysis to understand the duties and responsibilities that will be carried out by prospective employees. This analysis involves gathering information from various sources, such as interviews with relevant department managers, direct observation, and reviewing existing job documents. The result of this analysis is a clear understanding of the skills, experience, and other attributes required for the position.

Once the workforce needs are identified, the next step is to create a clear and detailed job description. This job description includes information about the main duties, responsibilities, required qualifications, and additional information such as work location and salary. A good job description not only helps attract suitable candidates, but also provides a realistic picture of what is expected of them. This is important to avoid misunderstandings and ensure that candidates who apply actually meet the criteria set.

Next, companies conduct candidate searches through various channels. Job advertisements can be posted on the company website, job portals, social media, and even in print media. In addition, companies can also utilize professional networks, such as industry

associations and alumni groups, to reach potential employees. The use of these various channels aims to expand the search reach and increase the chances of finding the right candidate.

In addition to internal search methods, companies can also use the services of recruitment agencies or headhunters. Recruitment agencies have extensive networks and expertise in finding candidates who have special qualifications or are hard to find. They can help speed up the recruitment process and ensure that the company gets the best candidates. Headhunters, on the other hand, usually focus on executive searches or high-level positions that require very specific skills and experience.

An effective recruitment process requires careful planning and execution. Identifying workforce needs is a crucial first step, as it sets the direction for the entire recruitment process. With proper job analysis, clear job descriptions, and a comprehensive candidate sourcing strategy, companies can increase their chances of finding employees who are not only qualified but also fit the organization's culture. This will ultimately contribute to the long-term success of the company.

The selection stage is a crucial part of the recruitment process. At this stage, companies screen and assess candidates based on their qualifications, experience, and abilities. The selection process can involve a variety of methods, such as interviews, aptitude tests, and psychological assessments. The goal of this stage is to ensure that the selected candidates have the competencies that match the company's needs and can contribute effectively.

Once the right candidate is found, the final stage is employee placement. At this stage, the company offers the selected candidate a position and drafts an employment contract that includes the terms and conditions of employment. In addition, the company also needs to ensure that new employees receive the necessary orientation and training to perform their duties well. An effective recruitment process not only helps companies get quality workers but also improves the productivity and overall performance of the organization.

### **Understanding Human Resources Recruitment**

Human resource (HR) recruitment is a very important process in organizational management. This process aims to find, attract, and

select the right individuals to fill certain positions in the company. Effective recruitment ensures that the company has a qualified workforce and is able to contribute optimally to achieving business goals. This process involves various stages, starting from identifying workforce needs, searching for candidates, selecting, to placing employees who match the qualifications and competencies needed (Abbasi, Tahir, Abbas, & Shabbir, 2022).

In the early stages of recruitment, the company identifies workforce needs. This step is very important because it helps the company understand the positions that need to be filled and the skills needed. This process usually involves collaboration between the HR department and team managers to ensure that workforce needs are in line with the company's strategic goals. This needs identification also includes an analysis of whether the position is new or a replacement, as well as determining the budget available for recruitment.

Once workforce needs are identified, the next step is to conduct a job analysis. This analysis aims to deeply understand the duties and responsibilities that will be carried out by prospective employees. This process involves gathering information from various sources, such as interviews with employees currently holding similar positions, direct observation, and review of job documents. This job analysis helps in identifying the skills, knowledge, and abilities required to be successful in the position.

The result of the job analysis is a clear and detailed job description. This job description is an important document used to attract suitable candidates. It includes information about the job title, department, key responsibilities, required qualifications, and required skills. By having a detailed job description, the company can ensure that candidates who apply have a clear understanding of what is expected of them.

A good job description also helps in the candidate selection process. With clear criteria, HR can filter incoming applications and select candidates who best match the company's needs. In addition, a detailed job description also helps in the interview process, as interviewers can use the information to ask relevant questions and assess whether the candidate has the necessary skills and experience. Ultimately, the initial recruitment stage involving workforce needs identification and job analysis is an important foundation for the

entire recruitment process. By taking these steps thoroughly, companies can increase their chances of finding the right candidate, who not only meets the technical qualifications but also fits the company's culture and values. This will contribute to the company's long-term success in achieving its strategic goals.

Once the workforce needs are identified, companies begin searching for candidates through various channels. This can include job advertisements, company websites, social media, and professional networks. The goal of this stage is to reach as many potential employees as possible. In addition, companies can also use the services of recruitment agencies or headhunters to find candidates who have special or hard-to-find qualifications.

The selection stage is a crucial part of the recruitment process. At this stage, companies screen and assess candidates based on their qualifications, experience, and abilities. The selection process can involve various methods, such as interviews, ability tests, and psychological assessments. The goal of this stage is to ensure that the selected candidate has the competencies that match the company's needs and can contribute effectively.

Once the right candidate is found, the final stage is employee placement. At this stage, the company offers the selected candidate a position and draws up an employment contract that includes the terms and conditions of employment. In addition, companies also need to ensure that new employees receive the necessary orientation and training to perform their duties well. An effective recruitment process not only helps companies get quality workers, but also improves the productivity and performance of the organization as a whole.

### **Human Resources Objectives**

The purpose of human resource management (HR) in an organization or company is very important to ensure the success and sustainability of operations. First of all, the main purpose of HR management is to increase employee productivity. By providing proper training, skills development, and a conducive work environment, employees can work more efficiently and effectively, which will ultimately increase the overall productivity of the organization. In addition, HR management aims to create a positive and productive work climate. This involves developing a fair and

transparent work system, as well as ensuring that every employee feels valued and motivated. By creating a positive work environment, companies can reduce employee turnover rates and increase job satisfaction. Another goal is to improve employee well-being both physically and mentally. HR management must ensure that employees receive fair compensation, health benefits, and opportunities for professional development. Good employee well-being will have a positive impact on their performance and reduce the risk of work stress (Mohiuddin, Hosseini, Faradonbeh, & Sabokro, 2022).

Human Resource Management (HR) plays an important role in ensuring a match between the needs of the company and the availability of human resources. This process begins with effective recruitment, where companies look for candidates who are qualified and have the potential to grow. Good recruitment not only looks at technical skills, but also at the cultural fit and values adopted by the company.

The right selection is the next step in HR management. The selection process must be designed in such a way that it is able to identify candidates who best suit the company's needs. This involves various methods, such as interviews, psychological tests, and assessment centers, which help in evaluating the abilities and potential of candidates comprehensively.

Placing employees according to their skills and potential is key to ensuring that the workforce can contribute optimally. The right placement not only increases productivity but also employee job satisfaction. Employees who feel they are placed in positions that match their skills tend to be more motivated and committed to their work.

By having a competent workforce that is ready to face business challenges, companies can more easily achieve their strategic goals. High employee competence allows companies to adapt to market and technological changes, and face competition with more confidence. Therefore, investment in HR development is an investment in the sustainability and growth of the company.

HR management also plays a role in supporting the achievement of the company's vision and mission. Well-managed HR will contribute to the achievement of the organization's long-term goals. This involves developing employees through training and education,

as well as creating a work environment that supports innovation and collaboration.

Collaboration between HR management and other departments is essential to ensure that employee development strategies are aligned with the organization's long-term goals. HR management must understand the needs and challenges faced by each department, and work together to develop effective solutions. This includes designing career development programs that are aligned with business needs and employee aspirations.

Finally, HR management must continually evaluate and adjust their strategies according to changes in the business environment and the needs of the organization. Flexibility and adaptability are key to ensuring that the company always has a workforce that is ready to face future challenges. Thus, HR management not only focuses on current needs but also prepares the company for future success.

### **Functions and Benefits of Human Resources Recruitment**

Human resource (HR) recruitment is an important process in organizational management that aims to find and attract the right candidates to fill available positions. The main function of recruitment is to ensure that the organization has a competent workforce that is in accordance with the company's needs. This process involves various stages, starting from identifying workforce needs, announcing vacancies, selection, to placing new employees. With effective recruitment, organizations can ensure that they have human resources that are able to support the achievement of their strategic goals (Adam, 2020).

Good recruitment has a significant impact on the quality of the workforce in a company. By implementing a strict selection process, companies can ensure that the selected candidates have the skills and competencies that match the needs of the available positions. This is very important because employees who have the right skills can immediately contribute effectively, without requiring a lot of time for adjustment or additional training. Thus, companies can achieve higher productivity from the start.

In addition, good recruitment also contributes to reducing training and development costs. When companies successfully recruit

employees who already have the necessary basic skills, they do not need to spend a lot of resources to train new employees. This means that the budget that would normally be allocated for training can be diverted to other areas that may be more in need, such as product innovation or market development. This efficiency not only saves money but also time, which is a valuable asset in a competitive business world.

Furthermore, good recruitment can increase employee morale and loyalty. When employees feel that they are selected based on their abilities and competencies, they tend to feel more appreciated and motivated to give their best. This sense of appreciation can increase job satisfaction and reduce turnover rates, which ultimately benefits the company in the long run. Loyal and motivated employees tend to be more productive and contribute positively to the company culture. In addition to the direct benefits to the company, good recruitment also has a positive impact on the company's image in the eyes of prospective employees and the general public. A transparent and fair recruitment process can improve the company's reputation as a desirable place to work. This can attract more quality candidates in the future, creating a positive cycle where the company continues to attract the best workforce. A good reputation can also increase the trust of customers and business partners, which can ultimately support the company's growth and sustainability.

Overall, good recruitment is a strategic investment that brings many benefits to the company. From improving workforce quality and productivity, reducing training costs, increasing employee morale and loyalty, to enhancing the company's image, all of these aspects contribute to long-term success. Therefore, it is important for companies to continue to develop and refine their recruitment processes in order to compete in an increasingly competitive market. In addition, effective recruitment also helps in creating a more dynamic and innovative work environment. By bringing in new employees with fresh perspectives and ideas, companies can continue to adapt to changes in the market and technology. New employees often bring new experiences and knowledge that can be used to improve business processes and develop new products or services. This is especially important in the era of globalization where competition is increasingly fierce and change occurs rapidly.



Recruitment also plays an important role in managing diversity in the workplace. With an inclusive recruitment strategy, companies can attract candidates from various backgrounds, cultures, and experiences. This diversity not only enriches the work environment but also improves the company's ability to understand and serve diverse markets. Research shows that diverse teams tend to be more innovative and able to make better decisions because they consider multiple perspectives.

Finally, good recruitment also contributes to the company's reputation. A transparent and fair recruitment process can improve the company's image in the eyes of prospective employees and the general public. Companies that are known to have a good recruitment process tend to have an easier time attracting the best talent and retaining quality employees. In addition, a good reputation can also increase the trust of customers and business partners, which ultimately supports the growth and sustainability of the company.

### **Human Resource Recruitment System**

The human resources (HR) recruitment system is a very important process in organizational management. This process includes a series of steps to find, screen, and select the right candidates to fill certain positions in the company. The main purpose of recruitment is to ensure that the organization has a qualified workforce that is in accordance with the company's needs. This process not only helps in meeting workforce needs but also contributes to the achievement of the company's long-term business goals (Abbas, Ismail, Taqi, & Yazid, 2022).

The first step in the recruitment system is the identification of workforce needs. This involves job analysis to determine the skills, knowledge, and experience required for the position to be filled. Once the needs are identified, the next step is to create a clear and detailed job description. This job description will be a guide in finding suitable candidates and also help prospective applicants understand the responsibilities and qualifications required.

The candidate search process can be carried out through various methods, such as job advertisements, the use of recruitment agencies, and online recruitment platforms. Job advertisements are a traditional method that is still effective in reaching potential

employees. By placing advertisements in print or digital media, companies can attract the attention of individuals who are looking for work. The use of recruitment agencies is also a widely used strategy, especially for positions that require specialized skills. Recruitment agencies have extensive networks and expertise in selecting candidates who match the company's needs.

In today's digital era, the use of technology in recruitment is increasing. Online recruitment platforms such as LinkedIn, JobStreet, and Glassdoor allow companies to reach candidates from various locations more easily. In addition, social media is also an effective tool for promoting job vacancies and attracting prospective employees. This technology not only expands the reach of candidate searches but also speeds up the overall recruitment process.

Modern recruitment systems allow companies to manage applications efficiently. By using an Applicant Tracking System (ATS), companies can store and manage candidate data more regularly. ATS also allows for automatic initial screening based on predetermined criteria, such as work experience, education, and skills. This helps reduce the workload of the HR team and ensures that only qualified candidates are processed further.

In addition, modern recruitment technology also makes it easier to schedule interviews. Companies can use scheduling software to set up interview times that are convenient for both parties. Some systems even allow interviews to be conducted virtually, which is especially useful in situations where candidates are in different locations. This convenience not only saves time but also increases flexibility in the recruitment process.

Overall, the use of technology in recruitment not only saves time but also increases the accuracy in selecting the most suitable candidates. With modern tools, companies can conduct more in-depth evaluations of candidates, including skills tests and psychological assessments. This ensures that the selected candidates not only have the appropriate qualifications but also fit the company culture. Thus, modern recruitment technology helps companies get the best talent more efficiently and effectively.

Once potential candidates are found, the next stage is the selection process. This process involves various assessment methods, such as interviews, psychological tests, and skills assessments. The purpose of selection is to evaluate the candidate's abilities and suitability for

the position offered. This process must be carried out carefully to ensure that the selected candidates truly meet the established criteria and can contribute positively to the company.

The final stage in the recruitment system is the placement and orientation of new employees. Once the selected candidates accept the job offer, the company must ensure that they receive adequate orientation to understand the company culture, job responsibilities, and operational procedures. Good orientation will help new employees adapt quickly and start working effectively. Thus, a good recruitment system focuses not only on searching and selecting candidates, but also on their integration into the organization.

## **CHAPTER V**

### **PLACEMENT OF HUMAN RESOURCES**

Human resource (HR) placement is a crucial aspect in organizational management. This process involves placing employees in positions that match their skills, knowledge, and abilities. Proper placement not only increases efficiency and productivity but also affects employee job satisfaction and motivation. Therefore, companies must have a clear and systematic strategy in placing HR in order to achieve organizational goals effectively (Qutni, Kristiawan, & Fitriani, 2021).

Effective human resource (HR) placement is the key to organizational success. One of the main principles in HR placement is ensuring that employee qualifications match job requirements. This process begins with a rigorous selection process, where candidates are evaluated based on the competencies required for the position. Good selection not only looks at academic qualifications but also relevant work experience, technical skills, and interpersonal skills.

After the selection process, the next step is employee placement. This placement must consider various factors such as work experience, education, and special abilities possessed by the employee. For example, an employee with extensive experience in project management will be better suited to a position that requires those skills. In addition, placement should also consider employees' career aspirations to ensure they are motivated and committed to their work.

Proper placement has a significant impact on employee performance and the organization as a whole. Employees who are placed according to their qualifications and interests tend to be more productive and satisfied with their jobs. This will increase employee motivation and loyalty, which in turn will reduce turnover rates and recruitment costs. In addition, employees who feel appreciated and

placed properly will be more enthusiastic to make maximum contributions to the company.

In addition to these factors, it is also important to consider organizational culture in the placement process. Cultural fit between employees and the organization can improve integration and collaboration in the workplace. Employees who feel a good fit with the organization's culture will be more adaptable and work together with the team, which will ultimately increase work effectiveness and innovation. Therefore, proper placement does not only look at technical aspects, but also at cultural aspects and values adopted by the organization.

Overall, effective HR placement is the result of a rigorous selection process and careful consideration of various factors. By ensuring a match between employee qualifications and job needs, as well as considering experience, education, special abilities, and organizational culture, companies can create a productive and harmonious work environment. Proper placement will allow employees to work optimally and provide maximum contribution to the company, thus supporting the achievement of organizational goals.

In addition, HR placement must also consider the aspect of career development. Employees who are placed in positions that match their interests and talents tend to be more motivated to develop and achieve higher achievements. Therefore, companies need to provide career development programs that allow employees to improve their skills and knowledge. Thus, HR placement does not only focus on short-term needs, but also on long-term development.

However, HR placement does not always run smoothly. Challenges that are often faced include difficulty in finding the right candidates and limited resources. In addition, changes in organizational needs and labor market dynamics can also affect the placement process. Therefore, companies must be flexible and adaptive in adjusting their HR placement strategies. The use of technology and data analytics can help in identifying employee needs and potential more accurately.

Overall, effective HR placement requires careful planning, strict selection, and continuous career development. With the right strategy, companies can ensure that they have competent and motivated HR to achieve organizational goals. In addition, proper

placement will also increase employee job satisfaction and loyalty, which will ultimately have a positive impact on the company's performance and success.

### **Human Resource Placement System**

The human resources (HR) placement system is a strategic process that aims to place individuals in positions that best match their skills, knowledge, and abilities. This process begins with an analysis of the organization's needs, which includes identifying the positions that need to be filled and the qualifications required for each position. This analysis helps ensure that each individual is placed in a position that can maximize their contribution to the organization's goals (Prasetyo, Ambarwati, & Fitriyah, 2023).

Next, the recruitment and selection process is carried out to find the most suitable candidates. Recruitment involves searching for and attracting potential candidates, while selection involves evaluating and selecting the best candidates based on predetermined criteria. This process often includes interviews, skills tests, and psychological assessments to ensure a good fit between the candidate and the available position.

Once the candidate is selected, the placement stage begins. Effective placement considers not only the match between skills and position, but also factors such as organizational culture, team dynamics, and career development potential. Proper placement can increase job satisfaction, productivity, and employee retention, which ultimately contribute to the long-term success of the organization.

Effective employee placement begins with understanding the needs of the organization and the qualifications of the candidate. This process involves a thorough analysis of the candidate's skills and experience to ensure they are a good fit for the role. It is also important to consider how the candidate will fit into the organisation's culture and interact with other team members. This can be done through in-depth interviews and psychological assessments that help identify cultural fit and team dynamics.

Next, organisations should look at the candidate's career development potential. Good placement looks not only at current needs but also at how the candidate can develop in the future. By providing development and training opportunities, organisations can

help employees reach their full potential. This not only increases job satisfaction but also builds long-term loyalty and commitment.

Good placement also plays a significant role in increasing productivity. When employees are placed in positions that match their skills and interests, they tend to be more motivated and enthusiastic about their work. This has a positive impact on individual and team performance as a whole. Furthermore, good placement can reduce stress and conflict levels in the workplace, creating a more harmonious and productive work environment.

Furthermore, effective placement can increase collaboration and synergy within teams. When employees are placed in teams that match their skills and personalities, they are more likely to work well together and achieve common goals. It also helps in building positive and supportive working relationships, which ultimately improves the efficiency and effectiveness of the team.

Proper placement also plays a vital role in employee retention. Employees who feel valued and see opportunities for growth within the organization tend to be more loyal and stay longer. This reduces the costs associated with employee turnover and ensures continuity of knowledge and skills within the organization. Thus, proper placement not only benefits the employees but also supports the long-term success of the organization.

Finally, effective placement can contribute to the positive reputation of the organization. When employees feel satisfied and thrive in their roles, they are more likely to share their positive experiences with others, either directly or through social media platforms. This can attract new, quality talent and enhance the image of the organization as a desirable workplace. Thus, proper placement not only impacts the internal performance but also the external attractiveness of the organization..

In addition, a good HR placement system also includes orientation and training programs to help new employees adapt to their work environment. These programs are designed to introduce employees to the organization's culture, work procedures, and coworkers. Continued training is also important to ensure that employees continue to develop and can meet changing job demands. Finally, evaluation and feedback are essential components of an HR placement system. Regular performance evaluations help identify areas for improvement and provide employees with an opportunity

to receive constructive feedback. Effective feedback can improve individual and team performance, and help organizations adjust their placement strategies to achieve better results in the future.

### **Human Resources Attachment Procedure**

The human resources (HR) placement system is a strategic process that aims to place individuals in positions that best match their skills, knowledge, and abilities. This process begins with an organizational needs analysis, which includes identifying the positions that need to be filled and the qualifications required for each position. This analysis helps ensure that each individual is placed in a position that can maximize their contribution to the organization's goals (Qutni, Kristiawan, & Fitriani, 2021).

Next, the recruitment and selection process is carried out to find the most suitable candidates. Recruitment involves searching for and attracting potential candidates, while selection involves evaluating and selecting the best candidates based on predetermined criteria. This process often includes interviews, skills tests, and psychological assessments to ensure a good match between the candidate and the available position.

Once the candidate is selected, the placement stage begins. Effective placement considers not only skill and position match, but also factors such as organizational culture, team dynamics, and career development potential. Proper placement can increase job satisfaction, productivity, and employee retention, which ultimately contributes to the long-term success of the organization.

Skill and position match is a fundamental aspect of employee placement. Ensuring that employees have the skills that match the demands of the job will increase work efficiency and effectiveness. In addition, appropriate placement can also reduce the level of stress and frustration that may arise from the inability to meet job expectations.

Organizational culture plays a significant role in employee placement. Every organization has unique values, norms, and practices, and it is important to ensure that new employees can adapt to the culture. This cultural fit can increase employee belonging and engagement, which in turn can increase job satisfaction and loyalty.



Team dynamics must also be considered in employee placement. Every team has different characteristics and dynamics, and it is important to place employees in teams that can support and utilize their strengths. Proper placement within a team can improve collaboration, communication, and overall team performance.

Career development potential is an important factor in employee placement. Placing employees in positions that offer opportunities for learning and growth can increase their motivation and commitment to the organization. By providing a clear career development path, organizations can increase employee retention and ensure long-term success.

With all of these factors in mind, effective employee placement can provide significant benefits to an organization. Not only does it increase employee satisfaction and productivity, but it also contributes to the long-term success of the organization through better employee retention and higher performance.

In addition, a good HR placement system also includes orientation and training programs to help new employees adapt to their work environment. These programs are designed to introduce employees to the organization's culture, work procedures, and coworkers. Continued training is also important to ensure that employees continue to develop and can meet changing job demands.

Finally, evaluation and feedback are essential components of an HR placement system. Regular performance evaluations help identify areas for improvement and provide employees with an opportunity to receive constructive feedback. Effective feedback can improve individual and team performance, and help organizations adjust their placement strategies to achieve better results in the future.

### **Human Resource Placement Factors**

Human resource (HR) placement is an important process in organizational management that aims to place employees in positions that match their abilities and expertise. One of the main factors that influences HR placement is academic achievement. Good academic achievement indicates that employees have the knowledge and skills needed to perform certain tasks. Therefore, companies often consider the educational background and academic achievements of prospective employees when determining the right position for them (Chakraborty & Biswas, 2020).

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In addition to academic achievement, work experience is also an important factor in HR placement. Relevant work experience can provide an overview of an employee's ability to face challenges in the workplace. Employees with extensive experience in a particular field are usually better prepared to fill positions that require specialized skills. Work experience also helps employees adapt more quickly to new work environments and increase their productivity.

Interpersonal skills are another factor that is no less important in human resource (HR) placement. These skills include the ability to communicate, work in a team, and resolve conflicts. Employees who have good interpersonal skills tend to collaborate more easily with coworkers and create a harmonious work environment. Therefore, companies often assess the interpersonal skills of prospective employees through interviews and psychological tests before placing them in a particular position.

Effective communication skills are very important in the workplace. Employees who are able to convey ideas and information clearly and accurately will find it easier to work with colleagues and superiors. Good communication also helps in avoiding misunderstandings that can lead to conflict. Therefore, good communication skills are one of the main aspects assessed in the recruitment process.

The ability to work in a team is a highly valued interpersonal skill. In many jobs, collaboration between team members is essential to achieving common goals. Employees who are able to work well in a team will be able to adapt to group dynamics and contribute effectively. This skill also includes the ability to listen, provide constructive feedback, and respect the opinions of others.

Conflict resolution skills are also an important part of interpersonal skills. Conflict in the workplace is inevitable, but employees who have the ability to resolve conflict in a constructive manner will help create a more harmonious work environment. They are able to identify the root of the problem, find fair solutions, and maintain good relationships with coworkers.

Companies often use interviews and psychological tests to assess the interpersonal skills of prospective employees. Through interviews, interviewers can observe how prospective employees communicate and interact. Psychological tests can also provide insight into

prospective employees' personalities and interpersonal skills. Thus, companies can ensure that they place employees in positions that match their interpersonal skills.

Organizational culture fit also plays an important role in HR placement. Every organization has a unique work culture, and it is important for employees to be able to adapt to that culture. Organizational culture fit includes the values, norms, and behaviors adopted by the company. Employees who fit the organizational culture tend to be more satisfied with their jobs and have higher retention rates. Therefore, companies often consider cultural fit when placing employees in certain positions.

Lastly, employee development potential is also a factor considered in HR placement. Companies are not only looking for employees who can meet current needs but also those who have the potential to grow and take on bigger roles in the future. This development potential can be identified through performance appraisals, training, and career development programs. By placing employees in positions that allow them to grow, companies can ensure long-term sustainability and growth.

### **Principles of Human Resource Placement**

Human resource (HR) placement is an important process in organizational management that aims to place employees in positions that best suit their abilities, skills, and knowledge. The principle of humanity emphasizes the importance of treating employees as individuals with dignity, desires, and aspirations. In HR placement, it is important to consider the needs and preferences of employees, and to provide them with opportunities to develop according to their potential. By valuing employees as human beings, organizations can create a more harmonious and productive work environment (Sinambela, Darmawan, & Mendrika, 2022).

The principle of "The Right Man on The Right Place" refers to placing employees in positions that best suit their abilities and expertise. By placing employees in the right positions, organizations can maximize productivity and efficiency. A thorough selection process and careful needs analysis are essential to ensure that employees recruited are matched to job needs.

The principle of "Equal Pay for Equal Work" emphasizes the importance of providing fair and equal compensation for jobs that

have equal value and responsibility. By implementing this principle, organizations can encourage fairness and motivation among employees. Employees who feel valued and treated fairly tend to be more motivated and committed to their work.

The principle of unity of direction and purpose is an important foundation in effective organizational management. By ensuring that individual employee goals are aligned with organizational goals, a harmonious and productive work environment is created. When employees understand and support the organization's vision and mission, they are more motivated to contribute to their full potential. This not only increases job satisfaction but also strengthens their commitment to achieving common goals.

Alignment between individual and organizational goals also facilitates the process of human resource placement. By understanding employee aspirations and potential, managers can place them in positions that best suit their abilities and interests. This proper placement not only increases work efficiency but also reduces turnover rates and increases employee retention. Employees who feel valued and placed in appropriate positions tend to be more loyal and productive.

In addition, unity of direction and purpose creates strong synergy among employees. When all team members work towards the same goal, collaboration becomes more effective and productive. Each individual understands their role and contribution to achieving organizational goals, resulting in better cooperation. This synergy allows organizations to overcome challenges more easily and achieve more optimal results.

Good collaboration among employees also has a positive impact on innovation and creativity. In an environment that supports unity of direction and purpose, employees feel freer to share ideas and innovate. They are not afraid to take risks and try new approaches, because they know that their goals are aligned with the goals of the organization. This continuous innovation is essential to maintaining the organization's competitiveness in an ever-changing market.

Overall, the principle of unity of direction and purpose plays a vital role in improving organizational performance. By ensuring that all employees understand and support the organization's vision and mission, a harmonious, productive, and innovative work environment is created. This alignment not only improves

operational efficiency but also strengthens a positive and sustainable organizational culture. Thus, the organization can achieve its long-term goals more effectively and sustainably.

The principle of work efficiency and productivity emphasizes the importance of employee placement that can improve work efficiency and productivity. By placing employees in positions that match their skills, organizations can reduce the time and costs required for training and adaptation. In addition, employees who work according to their skills tend to be more productive and innovative. By implementing these principles, organizations can ensure that HR placement is carried out effectively and efficiently, thereby supporting the achievement of organizational goals and employee career development.

## CHAPTER VI

### HUMAN RESOURCES DEVELOPMENT

Human Resource Development (HRD) is a very important process in modern organizations. It involves various activities designed to improve the skills, knowledge, and abilities of employees. By focusing on HRD, organizations can ensure that they have a competent workforce that is ready to face future challenges. This process includes training, education, career development, and various other initiatives aimed at maximizing the potential of individuals in the organization (Piwowar-Sulej, 2021).

Human Resource Development (HRD) plays a crucial role in increasing productivity and work efficiency within an organization. One of the main ways to achieve this goal is through proper and ongoing training. When employees are given the opportunity to undergo training that is relevant to their duties and responsibilities, they can develop new skills needed to perform their jobs more effectively. This training not only helps employees improve their individual performance but also contributes significantly to the achievement of the organization's overall goals.

In addition to training, HRD also includes various other initiatives such as mentoring, coaching, and career development programs. Through these programs, employees can get the guidance and support they need to overcome challenges in their jobs. Mentoring and coaching, for example, can help employees identify areas for improvement and provide strategies to achieve these improvements. As a result, employees feel more confident and motivated to give their best in their work.

HR development also has a positive impact on employee job satisfaction and motivation. When employees feel that they are valued and given opportunities to grow, they tend to feel more satisfied with their jobs. This high job satisfaction can increase employee motivation to work harder and be more productive. In addition, employees who are satisfied with their jobs tend to have

higher loyalty to the organization, which in turn can reduce turnover rates and increase employee retention.

Furthermore, HR development can also help organizations deal with changes and challenges in a dynamic business environment. By providing the right training and development, organizations can ensure that their employees have the skills and knowledge needed to adapt to these changes. This is especially important in today's digital age, where technology and work methods are constantly evolving. Skilled and adaptive employees can help organizations stay competitive and innovative.

HR development is a very valuable investment for organizations. By improving employee skills and competencies, organizations can achieve higher productivity and efficiency. In addition, HR development can also increase employee satisfaction and motivation, which in turn can reduce turnover and increase employee retention. Thus, HR development is not only beneficial for individual employees, but also provides long-term benefits for the organization as a whole.

HR development methods vary widely and can be tailored to the specific needs of the organization. Some commonly used methods include formal classroom training, on-the-job training, mentoring, coaching, and job rotation. Formal classroom training provides a strong theoretical foundation, while on-the-job training allows employees to learn through direct experience. Mentoring and coaching provide more personalized support and guidance, while job rotation helps employees understand various aspects of the organization.

Human resource development also plays a vital role in creating a positive organizational culture. By providing opportunities for employees to learn and grow, organizations can create a work environment that supports innovation and creativity. It also helps in building strong leadership at all levels of the organization. Effective leadership is essential to facing future challenges and changes, and human resource development helps ensure that organizations have leaders who are ready to take on these roles.

In an era of globalization and ever-evolving technology, human resource development is becoming increasingly important. Organizations must continually adapt to changes in the business and technological environment, and this can only be achieved by having

competent and change-ready human resources. Investing in human resource development is not only a necessity, but also an important strategy for achieving competitive advantage and long-term sustainability. Organizations that invest in human resource development tend to be more innovative and able to adapt quickly to market changes.

In addition, human resource development also has a positive impact on employee well-being. By providing training and development opportunities, organizations show that they value their employees and are committed to supporting their professional growth. This can increase employee loyalty and create a more harmonious work environment. Employees who feel valued and supported tend to be more motivated and contribute more to the organization.

Finally, HR development is also important to ensure that organizations have a diverse and inclusive workforce. By providing fair training and development opportunities to all employees, organizations can create a more inclusive work environment that values differences. This not only improves organizational performance but also creates a more positive and harmonious work culture. Effective HR development helps organizations achieve their goals while ensuring that all employees have the opportunity to grow and succeed.

### **Understanding Human Resource Development**

Human Resource Development (HRD) is a process that aims to improve the abilities, skills, and knowledge of individuals in an organization. This process is very important because HR is the main asset that determines the success and sustainability of the organization. HRD includes various activities such as training, education, and career development designed to help employees reach their maximum potential (Chen, Lam, & Zhu, 2021).

Human Resource Development (HRD) has the main goal of increasing productivity and work efficiency. By providing the right training, employees can develop new skills that are relevant to their jobs. This allows them to work more effectively and efficiently, so they can make a greater contribution to the company. Continuous training also ensures that employees are always up-to-date with the latest developments in their industry, which ultimately increases the company's competitiveness.



In addition to improving technical skills, HRD also focuses on increasing employee job satisfaction and motivation. When employees feel appreciated and given the opportunity to develop, they tend to be more satisfied with their jobs. This high job satisfaction can increase employee morale and motivation, which in turn has a positive impact on their productivity. Motivated employees tend to be more proactive in completing tasks and are more committed to company goals.

HR development also plays a vital role in reducing employee turnover rates. When employees feel that they have opportunities to grow and advance in their careers, they tend to be more loyal to the company. A low turnover rate means that companies can save on costs associated with recruiting and training new employees. In addition, high employee retention also creates a more stable and harmonious work environment, which can improve collaboration and teamwork.

Furthermore, HR development helps in creating a culture of continuous learning within the company. By encouraging employees to continue learning and growing, companies can build adaptive and innovative teams. Employees who are accustomed to continuous learning tend to be more open to change and better prepared to take on new challenges. This is especially important in a business world that is constantly changing and full of uncertainty.

Lastly, HR development also contributes to improving the company's reputation. Companies that are known as good places to work and that invest in the development of their employees tend to be more attractive to high-quality candidates. This good reputation not only helps in attracting the best talent but also improves the company's image in the eyes of customers and business partners. Thus, HR development is not only beneficial for employees but also for the long-term success of the company.

HR development methods are very diverse and can be tailored to the needs of the organization. Some common methods include formal classroom training, on-the-job training, mentoring, coaching, and job rotation. Formal classroom training provides a strong theoretical foundation, while on-the-job training allows employees to learn through hands-on experience. Mentoring and coaching provide more personal support and guidance, while job rotation helps employees understand different aspects of the organization.

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Human resource development also plays a vital role in creating a positive organizational culture. By providing opportunities for employees to learn and grow, organizations can create a work environment that supports innovation and creativity. It also helps build strong leadership at all levels of the organization. Effective leadership is essential to facing future challenges and changes, and human resource development helps ensure that organizations have leaders who are ready to take on those roles.

In the era of globalization and ever-evolving technology, HR development is becoming increasingly important. Organizations must continuously adapt to changes in the business environment and technology, and this can only be achieved by having competent HR who are ready to face change. Investing in HR development is not only a necessity, but also an important strategy to achieve competitive advantage and long-term sustainability. Organizations that invest in HR development tend to be more innovative and able to adapt quickly to market changes.

In addition, HR development also has a positive impact on employee well-being. By providing training and development opportunities, organizations show that they value their employees and are committed to supporting their professional growth. This can increase employee loyalty and create a more harmonious work environment. Employees who feel valued and supported tend to be more motivated and contribute more to the organization.

Finally, HR development is also important to ensure that the organization has a diverse and inclusive workforce. By providing fair training and development opportunities to all employees, organizations can create a more inclusive work environment that values differences. This not only improves organizational performance but also creates a more positive and harmonious work culture. Effective HR development helps organizations achieve their goals while ensuring that all employees have the opportunity to grow and succeed.

### **Human Resource Development Concept**

The concept of Human Resource Development (HRD) is a process that aims to improve the abilities, skills, and knowledge of individuals in an organization. This process is very important because HR is the main asset that determines the success and

sustainability of the organization. HRD includes various activities such as training, education, and career development designed to help employees reach their maximum potential (Akdere & Egan, 2020). Human resource development (HRD) has the main goal of increasing productivity and work efficiency. Through proper training, employees can acquire new skills that are relevant to their tasks. This allows them to work more effectively and efficiently, which ultimately contributes to improving the overall performance of the organization.

In addition, HRD development also aims to increase employee job satisfaction and motivation. When employees feel that they have the opportunity to learn and develop, they tend to feel more satisfied with their jobs. This high job satisfaction can increase employee morale and motivation, which in turn has a positive impact on their productivity.

HRD development also plays an important role in reducing employee turnover rates. Employees who feel appreciated and given the opportunity to develop tend to be more loyal to the company. In doing so, companies can reduce costs associated with recruiting and training new employees, while retaining existing knowledge and skills within the organization.

In addition to reducing turnover, HR development can also improve employee retention. Employees who feel that they have opportunities to grow and advance in their careers are more likely to stay with the company in the long term. This not only benefits the employees, but also the company, as it can retain an experienced and skilled workforce.

Overall, HR development is a very valuable investment for companies. By focusing on improving employee skills, job satisfaction, and retention, companies can create a productive and efficient work environment. This not only helps the company achieve its business goals but also creates a better workplace for employees.

HR development methods vary widely and can be tailored to the needs of the organization. Some common methods include formal classroom training, on-the-job training, mentoring, coaching, and job rotation. Formal classroom training provides a strong theoretical foundation, while on-the-job training allows employees to learn through hands-on experience. Mentoring and coaching provide more

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### **Human Resources Function**

The function of Human Resources (HR) in an organization or company is very crucial. HR planning is an important initial step.

This function involves identifying workforce needs, both in terms of quantity and quality. Good planning ensures that the organization has sufficient workforce and is in accordance with its operational needs. In addition, HR planning also includes job analysis and forecasting future workforce needs (Al-Qudah, Obeidat, Shrouf, & Abusweilem, 2020).

Recruitment and selection are two important stages in human resource management that aim to obtain a workforce that suits the needs of the organization. This process begins with identifying workforce needs, which is then followed by searching for potential candidates through various methods such as job advertisements, professional networks, and campus recruitment. This search aims to attract as many candidates as possible who meet the basic qualifications set by the organization.

Once potential candidates are collected, the screening stage begins. This screening involves an initial assessment of the candidate's qualifications and experience through resume review, application forms, and initial interviews. This process helps eliminate candidates who do not meet the basic criteria, so that only the most suitable candidates will proceed to the next selection stage. Effective screening is essential to ensure that only candidates who truly meet the organization's needs are considered further.

The selection stage involves a series of in-depth evaluations to determine the best candidates for the available positions. These evaluations can include in-depth interviews, skills tests, psychological tests, and background checks. The goal of this stage is to gain a more complete picture of the candidate's abilities, personality, and potential to contribute to the organization. Careful and thorough screening helps reduce the risk of hiring mistakes and ensures that the selected candidates truly fit the organization's needs and culture.

Effective recruitment focuses not only on meeting short-term needs, but also considers the candidate's long-term potential within the organization. Employees who have the right skills and competencies can contribute optimally to the achievement of organizational goals, both in the short and long term. Therefore, it is important for organizations to have a comprehensive and sustainable recruitment strategy, which includes both internal and external talent development.

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Effective recruitment and selection are key to obtaining a qualified workforce that fits the organization's needs. This process not only helps organizations get employees who have the necessary skills and competencies, but also ensures that these employees can contribute optimally to the achievement of organizational goals. Thus, investing in a good recruitment and selection process is an investment in the long-term success of the organization.

Employee development and training is another important function. Human resource development aims to improve employee skills and knowledge through various training and education programs. With ongoing training, employees can continue to develop and adapt to changes in technology and job demands. This not only increases employee productivity but also helps them reach their maximum potential.

Performance appraisal and career development is a function that focuses on evaluating employee performance and planning their careers. Performance appraisals are conducted to measure employee contributions to the organization and provide constructive feedback. Based on the results of the assessment, the organization can plan employee career development, including promotions, job rotations, and further skill development. This function is important for maintaining employee motivation and job satisfaction.

Employee relationship management involves managing the relationship between employees and management. This function involves effective communication, conflict resolution, and creating a conducive work environment. Good employee relationship management helps create a positive work culture, increase job satisfaction, and reduce employee turnover rates. In addition, this function also includes aspects of occupational safety and health, which aim to protect employee welfare.

Compensation and benefits is a function that focuses on providing fair and competitive rewards to employees. Compensation includes salary, bonuses, and other incentives, while benefits include health insurance, leave, and other facilities. A good compensation system can increase employee motivation and retention, as well as attract the best talent to join the organization. Compliance and regulation is a function that ensures that the organization complies with all applicable employment laws and regulations. This function involves monitoring regulatory changes, implementing appropriate internal

policies, and handling legal issues that may arise. Good compliance helps organizations avoid legal sanctions and creates a fair and safe work environment for all employees.

### **Human Resource Development Objectives**

Human Resource Development (HRD) has various objectives that are very important for the success of an organization or company. One of the main objectives is to improve the productivity and quality of individual work. With HRD development programs, employees can acquire new skills and knowledge that are relevant to their jobs. This allows them to work more efficiently and effectively, so that they can achieve or even exceed the targets that have been set (AlHamad, Alshurideh, Alomari, Kurdi, Alzoubi, Hamouche, & Al-Hawary, 2022).

In addition, HRD development also aims to reduce the level of product damage and errors in work. Through proper training, employees can better understand work procedures and reduce the risk of errors that can harm the company. Thus, the quality of the products or services produced can be increased, which in turn will increase customer satisfaction and the company's reputation in the market.

Operational efficiency is one of the main objectives in human resource development (HRD). By improving the technical and managerial skills of employees, companies can take advantage of better technology and work methods. This allows companies to optimize the use of existing resources and reduce waste. Thus, operational efficiency not only increases productivity but also reduces operational costs, which ultimately increases the profitability of the company.

HR development also plays a vital role in improving leadership attitudes among employees. Leadership training programs are designed to help employees learn how to lead teams, make informed decisions, and manage conflicts effectively. Good leadership skills are essential for creating a harmonious and productive work environment. In addition, effective leadership also prepares employees for future managerial positions, thereby creating a clear and attractive career path for them.

In addition to improving technical and leadership skills, HR development also includes improving interpersonal skills. These

skills include the ability to communicate well, work in a team, and build positive relationships with co-workers. Good interpersonal skills can improve collaboration and teamwork, which in turn improves work efficiency and productivity. Thus, developing interpersonal skills is an important part of a comprehensive HR development strategy.

Technology also plays a vital role in HR development. By utilizing the latest technology, companies can provide more effective and efficient training for employees. For example, the use of e-learning platforms allows employees to learn independently and flexibly, according to their schedule. In addition, technology can also be used to monitor and evaluate employee performance, so that companies can identify areas for improvement and provide constructive feedback.

Finally, effective HR development should include strategies to retain talented employees. By providing attractive career development opportunities and a supportive work environment, companies can increase employee satisfaction and loyalty. This not only reduces employee turnover rates but also ensures that the company has a competent and motivated workforce to achieve long-term business goals. In addition, HR development aims to create high morale and motivation among employees. By providing opportunities to learn and develop, employees will feel valued and motivated to give their best in their work. This not only improves individual performance but also creates a positive and collaborative work culture within the company.

HR development can also help companies deal with changes and challenges in a dynamic business environment. By having well-trained and flexible employees, companies can more easily adapt to changes in technology, regulations, and market needs. Employees who have relevant and up-to-date skills will be better prepared to face new challenges and help the company stay competitive. Finally, HR development aims to improve the relationship between employers and employees. With a good development program, employees will feel more appreciated and cared for by the company. This can increase employee loyalty and retention, as well as create a more harmonious and productive work environment. A good relationship between employer and employee is essential to the long-term success of a company.



## CHAPTER VII

### ORGANIZATIONAL LEADERSHIP

Organizational leadership is a key element that determines the success or failure of an organization in achieving its goals. An effective leader is able to direct, motivate, and inspire team members to work towards a common vision. Leadership in an organization is not only about giving orders, but also about building strong and trusting relationships with team members. A good leader must have a clear vision, effective communication skills, integrity, and empathy (Aisyah, Ilmi, Rosyid, Wulandari, & Akhmad, 2022).

There are various leadership styles that can be applied in an organization, each with its own advantages and disadvantages. Transformational leadership, for example, focuses on high inspiration and motivation, as well as an individual approach to team members. Transformational leaders strive to create a strong vision and motivate team members to achieve common goals. They often use a personal approach and support individual development, thereby increasing job satisfaction and team member commitment.

On the other hand, transactional leadership emphasizes more on rewards and punishments and close supervision to achieve short-term goals. Transactional leaders tend to use a reward and punishment system to motivate team member performance. They set clear goals and ensure that team members comply with established rules and procedures. While this approach can be effective in achieving short-term results, it often falls short in motivating team members in the long term.

In addition, situational leadership adapts leadership style to the situation and needs of the team. Situational leaders are flexible in their approach and are able to adjust their leadership style based on the level of readiness and competence of team members. For example, in situations that require quick decisions, leaders may use an authoritarian style, while in situations that require collaboration, they may use a participative style. This approach allows leaders to

be more effective in a variety of situations and improves overall team performance.

Servant leadership emphasizes empathy and commitment to the growth of team members. Servant leaders focus on the needs of team members and strive to support their development. They demonstrate empathy, listen well, and strive to create a supportive work environment. This approach can increase job satisfaction and team member loyalty, as well as create a positive organizational culture. Each leadership style has its own strengths and weaknesses. Effective leaders are those who are able to recognize the situation and needs of their team, and adjust their leadership style accordingly. By understanding these different leadership styles, leaders can be more effective in motivating and directing their teams to achieve organizational goals. In addition, flexibility in applying various leadership styles can help leaders to face various challenges in a dynamic work environment.

Transformational leadership, for example, can be very effective in creating positive change and innovation in an organization. However, this style may require more time and effort to build strong relationships with team members. In contrast, transactional leadership can provide quick and measurable results, but may be less effective in building long-term relationships and intrinsically motivating team members.

In practice, leaders often need to combine various leadership styles to achieve optimal results. For example, a leader may use a transformational approach to inspire a long-term vision, while also implementing transactional elements to ensure the achievement of short-term goals. In this way, leaders can create an effective balance between long-term motivation and achieving immediate results.

The role of leadership in an organization is very important in directing the vision and mission of the organization. Effective leaders are able to encourage innovation and change, build a positive work culture, and develop employee potential. They also play a role in managing conflicts and crises that may arise in the organization. Thus, good leadership can improve the overall performance and productivity of the organization.

To become an effective leader, one needs to continue learning and developing oneself. Reading books and literature on leadership, attending training and seminars, and learning from successful

leaders are some ways to improve leadership skills. In addition, it is also important to practice leadership in real contexts and build good relationships with colleagues. Thus, a leader can continue to develop and make greater contributions to the organization.

Effective leadership also involves the ability to make the right and quick decisions. In stressful situations, a leader must be able to analyze information quickly and make the best decisions for the organization. This ability is often supported by extensive experience and knowledge of the industry and the organization's operations. In addition, a good leader must also be able to delegate tasks effectively, ensuring that each team member has a clear role and can make maximum contributions. In addition to the technical aspects, leadership also involves emotional and social aspects. A good leader must be able to understand and respond to the emotional needs of team members. This includes providing appropriate support, recognition, and rewards. By building strong relationships and mutual trust, leaders can create a harmonious and productive work environment. Leadership that focuses on this human aspect often results in a more motivated and committed team.

In conclusion, organizational leadership is an art and science that involves the ability to influence, direct, and motivate team members to achieve common goals. Different leadership styles can be applied according to the situation and needs of the organization. An effective leader not only manages day-to-day tasks but also inspires and motivates the team to achieve a larger vision. By continuously learning and developing themselves, a leader can lead an organization to greater success.

### **Definition of Leadership**

Leadership is the ability of a person to influence, direct, and motivate others in achieving common goals. In an organizational context, leadership is not only about giving orders, but also about building a vision, creating strategies, and inspiring team members to work towards predetermined goals. Effective leadership requires a combination of various skills, including communication, decision-making, and interpersonal skills (Saputra, 2021). Leadership can be defined from various perspectives. For example, Stoner defines leadership as the process of directing and influencing activities related to group or organizational tasks to achieve certain goals.

Wahjosumidjo added that leadership includes traits such as personality, ability, and capability. Meanwhile, Hemhiel and Coons see leadership as an individual's behavior when leading activities in a group or organization to achieve common goals.

There are several leadership theories that explain how someone can become an effective leader. Character Theory, for example, emphasizes certain characteristics that are considered important for leadership, such as intelligence and assertiveness. Behavioral Theory, on the other hand, focuses on the actions and leadership styles used by the leader. Contingency Theory emphasizes that leadership effectiveness depends on the specific situation and context. Leadership also has several important functions in an organization. The main function of leadership is to provide clear direction and goals for the organization. In addition, leaders are responsible for motivating and inspiring team members, ensuring effective communication, and managing conflicts that may arise. Good leaders must also be able to make the right decisions and act as role models for their team members. In practice, effective leadership often involves the ability to adapt to changes and challenges that arise. Leaders must be able to recognize and respond to changing dynamics in the work environment, and develop flexible strategies to overcome obstacles. The ability to innovate and encourage creativity among team members is also an important aspect of successful leadership.

In addition, good leadership also involves developing strong and trusting relationships with team members. Effective leaders must be able to listen to and understand the needs and aspirations of their team members, and provide the support needed to achieve common goals. By building positive relationships, leaders can create a harmonious and productive work environment. Overall, leadership is a key element in the success of an organization. Effective leadership can improve individual and team performance, create a positive work environment, and help the organization achieve its goals. Therefore, it is important for every individual who wants to become a leader to continue to develop their leadership skills and understand the various theories and concepts that underlie leadership.

### **Leadership Goals**

The purpose of leadership is to direct, motivate, and influence team members to work together to achieve predetermined goals. One of the main goals of leadership is to create a clear vision and strategic direction for the organization. With a clear vision, team members can understand the long-term goals to be achieved and how their contributions can help realize that vision. Effective leaders are able to communicate this vision in a way that inspires and motivates team members to work with passion and dedication (Rivaldo, 2021). In addition, leadership aims to build and maintain a positive organizational culture. A good organizational culture can increase employee job satisfaction, loyalty, and productivity. Leaders play an important role in creating a supportive work environment, where every team member feels valued and supported in their professional development. Thus, good leadership can help reduce employee turnover rates and improve the overall performance of the organization.

Another goal of leadership is to ensure that organizational resources are used effectively and efficiently. Leaders are responsible for managing human, financial, and material resources wisely in order to achieve organizational goals. This involves making the right decisions, careful planning, and close supervision of the implementation of the plan. With good resource management, organizations can achieve optimal and sustainable results.

Leadership also aims to develop the potential of team members. Good leaders not only focus on achieving organizational goals, but also on developing individuals within the team. This can be done through training, mentoring, and providing opportunities to take on greater responsibilities. By developing the potential of team members, leaders can create stronger and more competent teams, which in turn will improve the overall performance of the organization.

Finally, the purpose of leadership is to manage change and innovation within the organization. In a world of constant change, organizations must be able to adapt quickly to changes in the external and internal environment. Leaders play an important role in identifying opportunities and challenges, and developing strategies to address them. By encouraging positive innovation and change, leaders can ensure that the organization remains relevant and competitive in the market.

## Leadership Style

Leadership style is the way a leader influences, directs, motivates, and controls his/her subordinates to achieve organizational goals. Each leader has a unique leadership style, which is influenced by their personality, experience, and the context in which they lead. An effective leadership style can improve team performance and achieve desired results, while an inappropriate style can hinder productivity and create dissatisfaction among team members (Aeni & Kuswanto, 2021).

One common leadership style is authoritarian or autocratic leadership. Leaders with this style tend to make decisions independently without much involvement of team members. They have full control over the process and results of work, and provide clear and firm instructions. Although this style can be effective in emergency situations or when quick decisions are needed, it can reduce creativity and initiative from team members.

In contrast, a participative or democratic leadership style involves team members in the decision-making process. Leaders with this style listen to input from their subordinates and encourage open discussion. This style can increase team members' sense of ownership and commitment to common goals, as well as encourage innovation and creative solutions. However, the decision-making process can be slower because it requires consensus from various parties.

Transformational leadership is a style that focuses on inspiration and motivation. Transformational leaders strive to inspire and motivate their followers with a strong vision and clear goals. They encourage team members to reach their full potential and often serve as role models for ethics and integrity. This style can create a positive and productive work environment, but requires a leader who is charismatic and able to build strong relationships with the team.

Transactional leadership, on the other hand, focuses on the exchange between the leader and followers. Transactional leaders set clear goals and provide rewards or punishments based on performance. This style is effective in situations where tasks and goals are clearly defined, but can be less effective in encouraging innovation and creativity. Transactional leaders tend to focus more on efficiency and short-term results.

Situational leadership emphasizes flexibility and adaptability. Leaders with this style adjust their approach based on the situation and the needs of the team. They are able to change their leadership style from authoritarian to participative or transformational depending on the context at hand. This style is highly effective because it allows the leader to respond to changing dynamics and the specific needs of team members.

By understanding these different leadership styles, a leader can develop the skills necessary to empower their team and achieve organizational goals effectively. Each style has its strengths and weaknesses, and successful leaders are those who are able to recognize and apply the style that best suits the situation and needs of their team. Flexibility in leadership style allows leaders to meet challenges and capitalize on opportunities.

### **Leadership Theories**

Leadership theories are various approaches used to understand how leadership works and how leaders can influence and motivate their followers. One of the earliest theories is the Great Man Theory, which states that great leaders are born, not made. This theory argues that leadership qualities are innate and only possessed by certain individuals who possess extraordinary traits (Olley, 2021).

Trait Theory is an extension of the Great Man Theory. This theory focuses on identifying certain traits that effective leaders possess. These traits include self-confidence, intelligence, and integrity. While this theory is helpful in understanding the characteristics of successful leaders, a criticism of this theory is that not all individuals with these traits become effective leaders.

Behavioral Theories shift the focus from the traits of leaders to their behaviors. This theory states that leadership can be learned and developed through observation and training. The two main approaches in this theory are autocratic and democratic leadership styles. Autocratic leaders tend to make decisions alone, while democratic leaders involve team members in the decision-making process.

Contingency Theories emphasize that no single leadership style is most effective in all situations. Leadership effectiveness depends on a variety of factors, including the characteristics of the leader, the followers, and the situation. One well-known contingency theory is

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Fiedler's Contingency Model, which states that leadership effectiveness depends on how well the leader's leadership style fits the particular situation.

Situational Leadership Theory, developed by Paul Hersey and Ken Blanchard, emphasizes the importance of flexibility in leadership. This theory states that leaders must adjust their leadership style based on the level of readiness and competence of followers. There are four main styles in this theory: directing, coaching, supporting, and delegating. Effective leaders are those who can assess the situation and choose the most appropriate style.

Transformational Leadership Theory focuses on the ability of leaders to inspire and motivate their followers to reach their full potential. Transformational leaders create a strong vision and motivate followers to work toward a common goal. They also serve as role models for ethics and integrity. This theory emphasizes the importance of the relationship between leaders and followers in achieving positive change and innovation. Finally, Transactional Leadership Theory focuses on the exchange between leaders and followers. Transactional leaders set clear goals and provide rewards or punishments based on performance. This style is effective in situations where tasks and goals are clearly defined, but can be less effective in encouraging innovation and creativity. Transactional leaders tend to focus more on efficiency and short-term results. By understanding these leadership theories, leaders can develop a more effective and adaptive approach to leading their teams. Each theory offers different insights into what makes leadership effective and how leaders can improve the performance and satisfaction of their teams.



## CHAPTER VIII

### ORGANIZATIONAL CULTURE

Organizational culture is a key element that shapes the identity and character of an organization. It encompasses the values, norms, beliefs, and behaviors held by members of the organization. This culture not only influences how members interact with each other but also how they relate to outsiders. In other words, organizational culture creates a framework that helps members understand the expectations and standards of behavior expected within the organization (Akpa, Asikhia, & Nneji, 2021).

One of the primary functions of organizational culture is to create a unique identity for the organization. This identity helps differentiate the organization from its competitors and gives members a sense of pride and ownership. A strong identity can also attract new talent who share the organization's values and vision. In addition, a strong organizational culture can enhance the organization's reputation in the eyes of the public and other stakeholders.

Organizational culture also serves as an effective control tool. Through shared values and norms, organizational culture can direct member behavior in the desired direction. It helps ensure that all members are working toward the same goals and adhering to established ethical and professional standards. Thus, organizational culture can improve operational efficiency and effectiveness.

In addition, organizational culture can foster innovation and creativity. Organizations with a culture that supports innovation tend to be more flexible and adaptable to change. They encourage their members to think outside the box and take calculated risks. This can lead to new ideas and innovative solutions that can give the organization a competitive advantage. Real-world examples of this culture of innovation can be seen in technology companies such as Google and Apple.

Leadership plays a critical role in shaping and maintaining organizational culture. Effective leaders not only set the

organization's vision and values, but also model those values in their daily actions. They are also responsible for communicating and reinforcing the organization's culture through a variety of channels, such as training, internal communications, and performance recognition. Strong leadership can help create a cohesive and sustainable organizational culture.

Organizational culture change is a complex process that requires a deliberate approach. It is often necessary when an organization faces new challenges or wants to improve its performance. The process of cultural change involves identifying the values and norms that need to be changed, as well as developing a strategy to communicate and implement those changes. It is important to involve all members of the organization in this process to ensure that the changes are widely accepted and adopted.

Finally, evaluating organizational culture is an important step to ensure that the existing culture supports the organization's goals and strategies. This evaluation can be done through surveys, interviews, and observations to identify the strengths and weaknesses of the organizational culture. The results of this evaluation can be used to develop action plans to strengthen the organizational culture and address existing problems. Thus, evaluating organizational culture can help organizations stay relevant and competitive in an ever-changing market.

### **Understanding Organizational Culture**

Organizational culture is the foundation that shapes the identity and character of an organization. It includes the system of values, norms, beliefs, attitudes, and behaviors held by members of the organization. This culture not only influences how members interact with each other but also how they relate to outsiders. In other words, organizational culture creates a framework that helps members understand the expectations and standards of behavior expected within the organization (Harnani, 2021).

Organizational culture plays an important role in creating a unique identity for the organization. This identity is reflected in how the organization operates, how decisions are made, and how members of the organization behave on a daily basis. For example, an organization that emphasizes innovation and creativity will encourage its members to think outside the box and take calculated

risks. Conversely, an organization that emphasizes stability and compliance will focus more on strict procedures and rules.

In addition, organizational culture influences how members interact with each other. The values and norms held by the organization will shape patterns of communication and collaboration among members. A culture that supports openness and transparency will encourage members to share information and work together effectively. Conversely, a hierarchical and closed culture may hinder communication and collaboration, which can ultimately affect organizational performance.

Organizational culture also influences how an organization relates to external parties, such as customers, suppliers, and business partners. A culture that emphasizes good customer service will encourage members to provide excellent service and build strong relationships with customers. On the other hand, a culture that focuses on efficiency and cost savings may prioritize processes and procedures over interpersonal relationships.

In addition, organizational culture creates a framework that helps members understand the expectations and standards of behavior expected within the organization. With a strong culture, members of the organization will have clear guidelines about what is expected of them, both in terms of performance and behavior. This can help reduce uncertainty and increase consistency in the actions and decisions made by members of the organization.

The importance of organizational culture cannot be overstated in the context of career development and employee retention. A positive and supportive culture can increase employee job satisfaction and loyalty, which in turn can reduce turnover rates and increase productivity. Therefore, management must actively manage and develop organizational culture to ensure that it is aligned with the goals and values of the organization.

One of the primary functions of organizational culture is to create a unique identity for the organization. This identity helps differentiate the organization from its competitors and gives members a sense of pride and ownership. A strong identity can also attract new talent who share the organization's values and vision. In addition, a strong organizational culture can enhance the organization's reputation in the eyes of the public and other stakeholders.

Organizational culture also serves as an effective control tool. Through shared values and norms, organizational culture can direct member behavior in the desired direction. It helps ensure that all members are working toward the same goals and adhering to established ethical and professional standards. Thus, organizational culture can improve operational efficiency and effectiveness.

In addition, organizational culture can encourage innovation and creativity. Organizations that have a culture that supports innovation tend to be more flexible and adaptable to change. They encourage their members to think outside the box and take calculated risks. This can lead to new ideas and innovative solutions that can give the organization a competitive advantage. Real-life examples of this culture of innovation can be seen in technology companies such as Google and Apple. Leadership plays a vital role in shaping and maintaining organizational culture. Effective leaders not only set the vision and values of the organization but also model those values in their daily actions. They are also responsible for communicating and reinforcing the organization's culture through various channels, such as training, internal communications, and performance recognition. Strong leadership can help create a cohesive and sustainable organizational culture.

Organizational culture change is a complex process that requires a careful approach. It is often necessary when an organization faces new challenges or wants to improve its performance. The process of cultural change involves identifying the values and norms that need to be changed, as well as developing a strategy for communicating and implementing those changes. It is important to involve all members of the organization in this process to ensure that the changes are widely accepted and adopted. Finally, evaluating the organizational culture is an important step to ensure that the existing culture supports the organization's goals and strategies. This evaluation can be done through surveys, interviews, and observations to identify the strengths and weaknesses of the organization's culture. The results of this evaluation can be used to develop an action plan to strengthen the organization's culture and address existing problems. Thus, evaluating the organizational culture can help an organization stay relevant and competitive in an ever-changing marketplace.

## **Types of Organizational Culture**

Organizational culture is a reflection of the various ways in which an organization organizes and manages its members to achieve common goals. Each organization has a unique culture, which influences how members interact, make decisions, and solve problems. This culture not only shapes the behavior of individuals within the organization but also creates a framework that supports the achievement of the organization's overall goals. Thus, organizational culture is an important element that determines the success and effectiveness of an organization's operations (Harnani, 2022).

One type of organizational culture that is often found is a hierarchical culture. This culture is characterized by a clear organizational structure and strict hierarchy. In a hierarchical culture, decisions are usually made by the authorities, and there are strict rules and procedures to regulate the organization's operations. This creates a structured and orderly work environment, where each member of the organization clearly understands their roles and responsibilities.

A hierarchical culture emphasizes authority, stability, and efficiency. Clear authority ensures that decisions can be made quickly and decisively, while stability provides a sense of security for members of the organization. Efficiency is achieved through the implementation of strict procedures and high operational standards. This culture is often found in government agencies and large companies with many levels of management, where tight coordination and control are needed to maintain smooth operations. However, hierarchical cultures also have their challenges. Rigid structures and strict procedures can stifle innovation and creativity. Organizational members may feel restricted in taking initiative or coming up with new ideas. Therefore, it is important for organizations with hierarchical cultures to find a balance between maintaining stability and efficiency, and encouraging innovation and creativity among their members.

Overall, organizational culture plays a significant role in determining how an organization functions and achieves its goals. By understanding and managing organizational culture effectively, organizations can create a work environment that supports productivity, collaboration, and innovation. A strong and positive

culture can be a source of sustainable competitive advantage for an organization.

Clan cultures emphasize collaboration, teamwork, and close relationships among members of the organization. Organizations with clan cultures often have friendly and supportive work environments where members feel like part of an extended family. The primary focus of this culture is on member well-being and personal development. Companies in the social services and education sectors often adopt clan cultures because these values align with their mission.

Adhocracy cultures encourage innovation, creativity, and flexibility. Organizations with this culture tend to be more adaptable to change and encourage their members to think outside the box. Decisions are often made quickly and unstructured, with a focus on creating innovative solutions. Technology companies and startups often have an adhocracy culture because they need to adapt quickly to market and technology changes.

Market culture focuses on results and performance. Organizations with this culture are highly competitive and oriented towards achieving business goals. Members of the organization are driven to achieve targets and increase productivity. Market culture emphasizes efficiency, profitability, and success in market competition. Companies engaged in sales and marketing often adopt a market culture to achieve competitive advantage.

Collaborative culture emphasizes cooperation, reciprocity, and mutual support among members in the organization. This culture encourages cross-team collaboration, sharing of experiences, and valuing individual contributions in achieving common goals. The main characteristics of a collaborative culture are open communication, active participation, and sharing of knowledge. Organizations with a collaborative culture often have an inclusive work environment that supports innovation.

Each type of organizational culture has its own advantages and challenges. Understanding the type of culture that exists in an organization can help management develop effective strategies to achieve organizational goals and improve member performance. For example, a hierarchical culture may be more appropriate for organizations that require stability and tight control, while an

adhocratic culture is more appropriate for organizations that operate in rapidly changing industries and require continuous innovation.

By understanding and managing organizational culture, management can create a work environment that supports the organization's strategic goals. This involves developing values and norms that are aligned with the organization's vision and mission, and ensuring that all members of the organization understand and support the culture. Thus, organizational culture can be a powerful tool for achieving long-term success.

### **Formation of Organizational Culture**

Organizational culture formation is a dynamic and ongoing process that involves various important elements. Organizational culture reflects the values, norms, and behaviors adopted by members of the organization. This process begins with the highest leadership that sets the vision and mission of the organization, which are then translated into daily practices by all members of the organization. Strong and consistent leadership is essential in forming and maintaining a positive organizational culture (Bendak, Shikhli, & Abdel-Razek, 2020).

Leadership plays a central role in the formation of organizational culture. Effective leaders not only set the vision and mission but also become role models in implementing organizational values. They must be able to inspire and motivate members of the organization to follow in their footsteps. Strong leadership creates an environment where organizational values and norms are respected and followed by all members.

Effective communication is a key element in the formation of organizational culture. Leaders must be able to convey the vision, mission, and values of the organization clearly to all members. Open and transparent communication helps reduce misunderstandings and increases trust among members of the organization. In addition, good communication allows for constructive feedback, which is essential for continuous improvement.

Employee training and development also play an important role in shaping organizational culture. Through training, employees can understand and internalize the values and norms of the organization. Continuous employee development programs help

ensure that members of the organization have the skills and knowledge needed to support the organization's vision and mission. Investment in employee development also demonstrates the organization's commitment to the growth and well-being of its members.

Recognition and appreciation of employee performance that is in line with the organization's values are essential. Rewards given to employees who demonstrate behavior that is in line with the organization's culture help reinforce those values. In addition, a fair and transparent reward system increases motivation and job satisfaction, which in turn contributes to the formation of a positive and productive organizational culture.

Leadership plays a key role in shaping organizational culture. Leaders must be role models in implementing the desired values and norms. They must be able to communicate the organization's vision and mission clearly and consistently, and demonstrate commitment to those values through their actions. Effective leadership will inspire and motivate members of the organization to follow and implement the desired culture.

Effective communication is an important element in shaping organizational culture. Open and transparent communication between leaders and members of the organization will help spread the desired values and norms. In addition, good communication also allows members of the organization to provide feedback and participate in the decision-making process, which in turn will increase their sense of belonging and involvement in the organization.

Employee training and development also play an important role in shaping organizational culture. Through training programs, employees can understand and internalize the values and norms desired by the organization. Continuous training will help employees to continue to develop and adapt to changes that occur in the organization, so that the organizational culture can continue to be strengthened and updated.

Rewards and recognition for employees who demonstrate behavior in accordance with the organizational culture are also very important. These rewards and recognition can be in the form of praise, bonuses, or promotions, which will motivate other employees to follow good examples. Thus, a positive organizational culture will be stronger



and spread throughout the organization, creating a productive and harmonious work environment.

The formation of organizational culture is a process that requires commitment and consistency from all members of the organization. With strong leadership, effective communication, ongoing training, and appropriate rewards, organizations can shape a positive culture and support the achievement of their strategic goals.

### **Types of Organizational Culture**

Organizational culture type is an important concept that helps understand how values, norms, and behaviors are formed and practiced in an organization. According to experts, such as Robert E. Quinn and Kim S. Cameron from the University of Michigan, there are four main types of organizational culture: clan, adhocracy, market, and hierarchy. Each type has unique characteristics that affect the way members of the organization work and interact (Dębski, Cieciora, Pietrzak, & Bołkunow, 2020).

Clan culture is a type of organizational culture that emphasizes a friendly and collaborative work environment. In this culture, employees are considered part of an extended family, where relationships between members are very close and full of trust. Each individual feels valued and supported, creating a harmonious and pleasant work atmosphere. This allows employees to work more comfortably and productively, because they feel like they are part of something bigger than just their job.

Open communication and active participation are key pillars of clan culture. Employees are encouraged to speak openly about ideas, problems, and solutions, without fear of negative judgment. Active participation in decision-making is also highly valued, so that each member feels they have a voice and meaningful contribution. This not only increases employee engagement but also strengthens the sense of ownership and responsibility towards the organization.

One of the main advantages of a clan culture is the high level of employee engagement and loyalty. When employees feel valued and supported, they tend to be more committed to their work and the organization. This loyalty can reduce turnover rates and increase team stability, which ultimately has a positive impact on the overall performance of the organization. Loyal employees are also more

likely to put in extra effort and contribute more to achieving common goals.

However, clan culture also has its challenges. One of the main challenges is the potential lack of focus on results and efficiency. Because interpersonal relationships and employee well-being are emphasized so heavily, it is possible that target achievement and operational efficiency can be neglected. Organizations with a clan culture need to find a balance between maintaining a harmonious work environment and ensuring that business goals are met.

Clan culture offers many benefits to organizations, especially in terms of employee engagement and loyalty. However, it is important for organizations to be aware of the challenges that may arise and take steps to overcome them. With the right approach, clan culture can be a strong foundation for creating a productive, harmonious and sustainable work environment.

Adhocracy culture is one approach that emphasizes the importance of innovation and flexibility in an organization. In this environment, organizations tend to be dynamic and always looking for new opportunities to grow. Employees are encouraged to think creatively and take risks, which often results in innovative ideas that can move the organization forward. This approach is well suited to fast-paced industries that require quick adaptation to market changes.

However, adhocracy culture also has its own challenges. One of the main challenges is the lack of clear structure in the organization. This lack of clarity can lead to confusion and uncertainty in carrying out daily tasks. Employees may feel that they do not have enough guidance in carrying out their tasks, which can hinder productivity and efficiency.

On the other hand, adhocracy culture can create a very interesting and motivating work environment. Employees who enjoy challenges and the freedom to innovate will be very satisfied in this environment. They have the opportunity to explore new ideas and contribute significantly to the growth of the organization. This can increase job satisfaction and employee retention.

In addition, adhocracy culture also allows organizations to be more responsive to external changes. With a flexible structure, organizations can quickly adjust their strategies and operations according to market needs. This provides a significant competitive

advantage, especially in highly competitive and rapidly changing industries.

However, to overcome the challenges, it is important for organizations with an adhocracy culture to still have some clear structural elements. While flexibility and innovation are essential, clear guidelines and frameworks are also needed to ensure that all employees are on the same page. In doing so, organizations can leverage the advantages of an adhocracy culture while minimizing its potential drawbacks. Market culture in organizations emphasizes the importance of results and competition as the primary drivers of success. In this environment, achieving targets and performance is a top priority, with every individual and team encouraged to give their best. Organizations with this culture often set high standards and measure success based on the achievement of predetermined goals. This creates a dynamic and challenging work environment, where everyone strives to achieve optimal results.

Employees in a market culture are expected to work hard and compete with each other to achieve the best results. This internal competition can drive innovation and performance improvement, as each individual strives to demonstrate their best abilities. In addition, this culture also encourages employees to continue learning and developing, in order to remain relevant and competitive in an ever-changing market. However, it is important for organizations to ensure that this competition remains healthy and constructive, so as not to cause detrimental conflicts. A market culture is well suited to organizations operating in a highly competitive environment, where a focus on productivity and efficiency is key to success. In this context, organizations need to have a clear and measurable strategy to achieve their goals. Effective management and a fair reward system are also important factors in supporting this culture. Thus, organizations can ensure that every effort made by employees contributes directly to the achievement of company goals. However, the high pressure to achieve results in a market culture can cause stress for employees. The demand to always be at the top of their game can lead to exhaustion and burnout, especially if there is no adequate support from management. Therefore, it is important for organizations to provide resources and programs that can help employees manage stress and maintain a work-life balance. These include work flexibility, mental health programs, and opportunities

to take breaks and unwind from work pressures. Overall, market culture offers many benefits to organizations operating in a competitive environment. However, to maximize its benefits, organizations need to create a supportive and balanced work environment. This way, employees can achieve their best results without compromising their well-being. A holistic and sustainable approach to managing market culture will help organizations achieve long-term success. Hierarchical culture in organizations emphasizes the importance of clear structures, strict rules, and well-defined procedures. In this environment, each member of the organization has specific roles and responsibilities, which are regulated by a strict control system. This ensures that each task is carried out according to predetermined standards, creating a stable and predictable work environment.

Organizations with a hierarchical culture tend to be highly organized. Every process and procedure is detailed, minimizing the possibility of errors and increasing operational efficiency. Employees are expected to adhere to existing rules and procedures, which helps maintain consistency in the execution of daily tasks. Thus, the organization can achieve its goals and targets more effectively. However, behind its advantages, a hierarchical culture also has its own challenges. One of the main challenges is the lack of flexibility. Because everything is governed by strict rules and procedures, employees often do not have the space to innovate or take initiative. This can hinder creativity and the development of new ideas that may benefit the organization.

In addition, a hierarchical culture can create a rigid and formal work environment. Employees may feel pressured to always follow the rules without considering situations or conditions that may require a different approach. This can reduce motivation and job satisfaction, as well as hinder the organization's ability to adapt to rapid changes in the external environment.

Nevertheless, a hierarchical culture still plays an important role in many organizations, especially those operating in industries that require a high level of compliance and consistency. By understanding the advantages and challenges of this culture, organizations can find ways to integrate elements of flexibility and innovation without sacrificing the stability and efficiency that has been achieved. Understanding the types of organizational culture is

essential for leaders and managers in creating a work environment that is in line with the goals and values of the organization. Organizational culture reflects the values, beliefs, and norms held by all members of the organization. By understanding the various types of organizational culture, leaders can choose and develop a culture that best aligns with the company's vision and mission. This not only helps in creating a harmonious work environment but also ensures that all members of the organization are working towards the same goals. The right organizational culture can significantly improve employee performance. When employees feel that their personal values are aligned with the values of the organization, they tend to be more motivated and committed to their work. In addition, a culture that supports innovation and collaboration can encourage employees to contribute more and generate new ideas that benefit the organization. Thus, choosing the right culture can be a key factor in increasing productivity and work efficiency. Employee engagement can also be improved by developing a positive organizational culture. An inclusive and participatory culture, for example, can make employees feel valued and heard. When employees feel that their opinions are valued and that they have the opportunity to contribute, they tend to be more engaged and satisfied with their work. This not only increases employee retention but also creates a more dynamic and creative work environment.

The long-term success of an organization is greatly influenced by the culture it develops. An adaptive and flexible culture allows an organization to respond to changes in the external environment more quickly and effectively. In addition, a culture that focuses on continuous learning and development can help an organization stay competitive in an ever-changing market. Thus, developing the right culture is not only important for short-term success but also for the long-term sustainability and growth of the organization. Overall, understanding and developing the right organizational culture is a very valuable investment for every leader and manager. By creating a work environment that is in line with the goals and values of the organization, leaders can improve performance, employee engagement, and long-term success. Therefore, it is important for every organization to actively manage and develop their culture in order to achieve optimal results.



## CHAPTER IX

### CONFLICT MANAGEMENT

Conflict Management is an essential skill needed to maintain healthy and productive relationships in a variety of settings, including the workplace, home, and community. Conflict is a natural part of human interaction, and how we manage it can have a major impact on the outcome and quality of our relationships. In conflict management, it is important to understand the root causes of conflict, recognize early signs, and implement appropriate strategies to resolve them (Ukata & Silas-Dikibo, 2020).

Effective communication is a crucial aspect of conflict management. With clear and open communication, many misunderstandings can be prevented before they escalate into larger conflicts. When all parties are involved in transparent communication, they are better able to understand each other's perspectives and find mutually beneficial solutions.

Active listening is an essential skill in effective communication. This means giving the speaker your full attention, avoiding interruptions, and demonstrating that we truly understand what they are saying. By actively listening, we are able to pick up on nuances and emotions that may not be apparent on the surface, helping us identify the root of the problem and find appropriate solutions.

Expressing feelings and needs in a non-judgmental manner is also an important step in managing conflict. When we speak honestly and openly about how we feel and need, without blaming or attacking the other party, we create an environment that is more conducive to constructive dialogue. This helps all parties feel heard and valued, which in turn can reduce tension and increase cooperation.

Seeking mutual understanding is a key goal of communication in conflict management. This means trying to see the situation from the other party's perspective and finding common ground that is acceptable to all parties. By focusing on the common good rather

than individual positions, we can find more effective and sustainable solutions.

It is also important to avoid aggressive or passive-aggressive communication, as this will only make the situation worse. Aggressive communication tends to attack and blame, while passive-aggressive communication often implies dissatisfaction without directly expressing it. Both types of communication can increase tension and deepen conflict, so it is important to always strive to communicate in an assertive and empathetic manner.

Empathy plays a key role in conflict management because it allows us to understand the perspective and feelings of the other party. When we try to see the situation from the other person's perspective, we can more easily find a solution that is fair and satisfactory to all parties involved. Thus, empathy not only helps resolve conflicts but also prevents future conflicts by building stronger, more respectful relationships.

In addition, empathy helps create an environment where everyone feels heard and valued. When individuals feel that their feelings and opinions are acknowledged, they are more likely to be open to communicating and working together. This is especially important in an organizational context, where effective collaboration and communication are key to achieving shared goals. By creating a culture of empathy, organizations can increase employee productivity and job satisfaction.

Empathy can also reduce tension in conflict situations. When we show empathy, we send the message that we care and understand what the other party is feeling. This can help defuse negative emotions and pave the way for more constructive dialogue. Empathy thus serves as an effective tool for managing emotions and maintaining harmonious relationships in the workplace.

Furthermore, empathy can improve collaboration between individuals and teams. When team members feel supported and understood, they are more likely to work together and share ideas. This not only increases creativity and innovation, but also strengthens the bonds between team members. Thus, empathy contributes to the formation of a more cohesive and effective team.

Finally, empathy also has a positive impact on leadership. Leaders who demonstrate empathy tend to be more respected and trusted by their subordinates. They are able to build better relationships with



their teams and create a more inclusive and supportive work environment. Thus, empathy is an important quality for any leader who wants to create a successful and harmonious organization.

In a professional context, effective conflict management can improve team productivity and morale. Conflict that is not managed well can lead to stress, decreased performance, and even high employee turnover. Conversely, when conflict is managed well, it can be an opportunity for growth and innovation. For example, well-managed differences of opinion can lead to new ideas and creative solutions to problems facing the organization.

Conflict management skills training and development is a valuable investment for both individuals and organizations. Many organizations offer specialized training to help employees develop these skills. This training often includes negotiation, mediation, and problem-resolution techniques, as well as developing communication and empathy skills. With these skills, employees can be more effective in handling conflict and contribute to a more harmonious work environment.

Effective leadership plays a crucial role in conflict management. Good leaders must have the ability to recognize early signs of conflict and take proactive action to manage it. This means they must be sensitive to team dynamics and be able to identify potential problems before they escalate into larger conflicts. In doing so, effective leaders can prevent conflict from escalating and maintain harmony within the team.

In addition, good leaders must model clear and empathetic communication. They must be able to convey messages in a way that is easily understood by all team members, and demonstrate empathy in every interaction. Clear and empathetic communication helps reduce misunderstandings and build trust among team members. In doing so, effective leaders can create a more open and collaborative work environment.

Effective leaders must also be able to facilitate constructive discussions among team members. This means they must have the skills to steer conversations in a positive and productive direction, and ensure that all voices are heard and valued. By facilitating constructive discussions, leaders can help teams find solutions that are fair and satisfactory to all parties involved in a conflict. This not

only resolves the conflict but also strengthens relationships between team members.

Furthermore, effective leadership in conflict management can create a more positive and productive organizational culture. When conflict is well managed, team members feel more valued and supported, which in turn improves their motivation and performance. A positive organizational culture also encourages innovation and creativity, as team members feel safe to share ideas and take risks. Thus, effective leadership contributes to the long-term success of an organization.

Finally, leaders who are effective in conflict management can be significant change agents in an organization. They not only resolve existing conflicts but also lay the foundation for preventing future conflicts. By creating an inclusive and supportive work environment, effective leaders can help an organization achieve its strategic goals and create sustainable value for all stakeholders.

Finally, it is important to remember that conflict management is an ongoing process. There is no one-size-fits-all solution, and each situation may require a different approach. By continuing to learn and develop conflict management skills, we can become better at handling disputes and creating more harmonious and productive relationships in all aspects of our lives.

### **Understanding Conflict Management**

Conflict management is an approach used to identify, analyze, and resolve conflicts that occur within an organization or group. Conflict itself is a disagreement or dispute that occurs when two or more parties have different opinions, goals, or interests. Conflict management aims to reduce the negative impact of conflict and maximize the positive potential that can arise from the situation (Kilag, Largo, Rabillas, Kilag, Angtud, Book, & Sasan, 2024).

Approaches to conflict management involve various strategies and techniques designed to manage and resolve conflict effectively. One commonly used approach is negotiation. In negotiation, the parties involved in the conflict try to reach a mutually beneficial agreement. This process involves open communication, compromise, and finding solutions that are acceptable to all parties. Negotiation is often used in situations where both parties have equal power and are willing to work together to achieve positive results.

In addition to negotiation, mediation is also a technique often used in conflict management. Mediation involves a neutral third party, who acts as a facilitator to help the conflicting parties reach an agreement. Mediators do not have the power to impose a solution, but they help facilitate communication and encourage the parties to find a mutually acceptable solution. Mediation is most effective in situations where the relationship between the conflicting parties needs to be maintained or repaired.

Another technique that can be used in conflict management is arbitration. In arbitration, a neutral third party makes a binding decision based on evidence and arguments presented by the conflicting parties. Arbitration is often used in situations where the parties are unable to reach an agreement through negotiation or mediation, and they need a final and binding decision. The advantage of arbitration is that it is a quicker and less formal process than a court process.

Facilitation is another technique that can be used in conflict management. A facilitator assists the group in the discussion and decision-making process. Facilitators do not provide solutions, but they help create an environment conducive to effective communication and collaboration. Facilitation is most useful in situations where the conflict involves multiple parties or groups, and a structured process is needed to reach an agreement.

Overall, the approach to conflict management should be tailored to the situation and needs of the parties involved. Each technique has its advantages and disadvantages, and choosing the right technique can help manage and resolve conflict effectively. By understanding these different approaches, managers and leaders can be better prepared to handle conflict and create a harmonious and productive work environment.

Conflict management is not only important in the context of organizations or businesses, but also in everyday life. In the work environment, effective conflict management can increase employee productivity and creativity, as well as create a harmonious and conducive work atmosphere. On the other hand, in personal life, the ability to manage conflict well can strengthen interpersonal relationships and reduce stress. For example, in a family, good conflict management can help family members understand each other better and find solutions that are satisfactory for all parties.

In addition, conflict management also plays an important role in preventing conflict from escalating to become more serious. By identifying and handling conflicts early on, organizations or individuals can avoid greater negative impacts, such as division, hostility, or even violence. Therefore, it is important for every individual and organization to have a good understanding of conflict management and the skills needed to manage conflict effectively. These include good communication skills, the ability to listen actively, and the ability to think critically and analytically.

In the context of education, conflict management is also very relevant. Teachers and educators often face conflict situations in the classroom, both between students and between students and teachers. With good conflict management skills, educators can create a more positive and inclusive learning environment. They can help students learn how to resolve conflict constructively and develop social skills that are essential for their future lives.

Conflict management is also important in multicultural contexts, where differences in culture, values, and norms can be sources of conflict. In an increasingly global and diverse environment, the ability to manage intercultural conflict becomes even more important. This requires a deep understanding of other cultures, as well as the skills to communicate and interact with people from different backgrounds.

Overall, conflict management is a complex and dynamic process that requires a deep understanding of the various factors that influence conflict. With the right approach, conflict can be transformed into an opportunity for growth and improvement, both in organizational and personal contexts. Therefore, developing conflict management skills is a valuable investment for individuals and organizations.

### **Aspects of Conflict Management**

Conflict management is an important process in organizations that aims to identify, handle, and resolve disputes that arise. Conflict in organizations can come from various sources, such as differences of opinion about goals, resource allocation, or even differences in values and perceptions between individuals. Conflict identification is a crucial first step because by knowing the source

and type of conflict, managers can determine the most appropriate approach to resolve it (Liao, Kuang, Liu, & Tang, 2021).

Once the conflict is identified, the next step is to analyze its causes and impacts. This analysis involves a deep understanding of the factors that trigger the conflict, such as differences in values, perceptions, or interests. By understanding the root cause, managers can develop more effective strategies to resolve the conflict. Good analysis also helps in anticipating potential future conflicts and taking preventive measures.

It is important to identify the factors that trigger the conflict. These factors can vary widely, from differences in values and beliefs, to differences in perceptions and interests. For example, differences in values between older and younger employees can trigger conflicts related to work methods and priorities. By understanding these factors, managers can more easily identify the root cause and find the right solution.

Conflict impact analysis is also very important. The impact of conflict can be both positive and negative. Negative impacts include decreased productivity, increased stress levels, and decreased job satisfaction. However, conflict can also have positive impacts, such as encouraging innovation and change. By analyzing these impacts, managers can determine what steps need to be taken to minimize the negative impacts and maximize the positive impacts.

A deep understanding of the causes and impacts of conflict allows managers to develop more effective strategies for dealing with conflict. These strategies can include mediation, negotiation, or even training to improve communication and conflict resolution skills. With the right strategy, conflict can be resolved in a constructive manner, so that it does not disrupt the performance of the team or organization.

A good analysis also helps in anticipating potential conflicts in the future. By understanding the patterns of conflict that may arise, managers can take preventive steps, such as conducting training or workshops to improve employee understanding and skills in managing conflict. These preventive steps not only help reduce the likelihood of conflict but also create a more harmonious and productive work environment.

There is a vast range of conflict resolution techniques that may be customized to the circumstance and requirements of the company.

Arbitration, mediation, and bargaining are a few often employed tactics. In order to get to a mutually advantageous agreement, the parties engage in direct communication during negotiation. In arbitration, a third party renders a ruling that is legally binding on all parties, whereas in mediation, a neutral third party assists in reaching a resolution.

Implementing the agreed solution is the next step in conflict management. This process involves implementing the chosen strategy and ensuring that all parties adhere to the agreements made. Monitoring the results of the implementation is essential to ensure that the implemented solution is effective and does not create new conflicts. Managers must be ready to make adjustments if necessary to achieve the desired results.

Evaluation and learning are other important aspects of conflict management. Once the conflict has been resolved, it is important to evaluate the process and its outcomes to identify what worked and what did not. This can be done through feedback from the parties involved and analysis of relevant data. Learning from these experiences is invaluable in improving future conflict management capabilities and preventing similar conflicts from recurring.

Effective conflict management not only helps in resolving disputes, but can also increase productivity and create a more harmonious work environment. By proactively managing conflict, organizations can reduce stress and tension in the workplace, increase employee satisfaction, and strengthen relationships between individuals. This will ultimately have a positive impact on the overall performance of the organization.

In a broader context, conflict management also plays a role in building an inclusive and collaborative organizational culture. By encouraging open and transparent communication, organizations can create an environment where differences are valued and conflicts can be resolved in a constructive manner. This not only helps in achieving organizational goals but also in building a good reputation among employees, customers and other stakeholders.

### **Conflict Management Strategy**

Conflict management strategies are approaches used to identify, manage, and resolve conflict in various contexts, such as organizations, educational institutions, or households. Conflict often

arises due to differences in opinions, interests, or values between individuals or groups. Therefore, it is important to have an effective strategy to manage conflict so that it does not develop into a bigger problem and damage the relationship between the parties involved (Qiu & Freel, 2020).

Accommodative conflict management strategies are often chosen because of their ability to reduce tension and maintain good relationships between individuals or groups. In situations where conflict can disrupt cooperation or create a non-conducive work atmosphere, sacrificing personal interests for the sake of the other party can be a wise move. This approach shows an attitude of respect and appreciation for the views and needs of others, which in turn can increase mutual trust and cooperation.

However, it is important to remember that accommodative strategies are not always the best solution in every situation. When the problem at hand has a significant impact on our interests, giving in for the sake of the other party's interests can result in feelings of dissatisfaction and injustice. Therefore, it is important to consider the long-term interests and impacts of the decisions made. Using this strategy wisely means knowing when to give in and when to stand our ground.

In addition, overusing the accommodating strategy can create an unhealthy dynamic in the workplace. If one party consistently gives in, they may feel unappreciated or ignored, which can ultimately hurt their motivation and performance. Therefore, it is important to ensure that the use of this strategy is balanced and does not compromise the well-being or long-term interests of the party who always gives in.

In an organizational context, managers and leaders need to have the skills to recognize situations where the accommodating strategy can be used effectively. They must also be able to communicate their decisions clearly and transparently, so that all parties understand the reasons behind the sacrifices made. In this way, this strategy can be used to strengthen the workplace relationship without causing dissatisfaction or unfairness.

Finally, it is important to develop the ability to use a variety of conflict management strategies, including accommodating, flexibly. By understanding the strengths and limitations of each strategy, we can choose the approach that best suits the situation at hand. This

will help create a harmonious and productive work environment, where all parties feel valued and heard.

Avoidance strategies are another approach that is often used in conflict management. In this strategy, the parties involved choose not to face the conflict directly and avoid confrontation. This approach can be effective in situations where the conflict is not too significant or when the time and energy required to resolve the conflict are not worth the benefits gained. However, continuously avoiding conflict can lead to the accumulation of unresolved issues and eventually erupt into a larger conflict. Therefore, it is important to carefully assess the situation before deciding to avoid conflict.

Collaborative strategies involve working together between conflicting parties to find a solution that satisfies all parties. This approach emphasizes the importance of open communication and respect for each other's views. Collaboration can help parties reach more creative and innovative solutions and strengthen their relationships. However, this strategy requires a greater commitment of time and effort than other strategies. Therefore, collaboration is often better suited to complex conflicts that require long-term solutions.

Compromising strategies are approaches in which conflicting parties seek a compromise that is acceptable to all parties. In this strategy, each party is willing to sacrifice some of their interests in order to reach a mutual agreement. While compromise can help resolve a conflict quickly, the resulting solution may not be entirely satisfactory to all parties. Therefore, it is important to consider the context and level of urgency of the conflict before choosing the right strategy. Compromise is often used in situations where time is of the essence and a temporary solution is needed.

In addition to the strategies above, there is also a competitive approach that involves trying to win the conflict by defeating the other party. This strategy is often used in situations where personal or group interests are very high and there is no room for compromise. While this approach can be effective in certain situations, such as business negotiations or market competition, overuse can damage long-term relationships and create a disharmonious environment. Therefore, it is important to use competitive strategies with caution and only in situations that truly require them. Finally, it is important to remember that there is no



one-size-fits-all conflict management strategy. Every conflict is unique and requires a different approach based on the context, the parties involved, and the goals to be achieved. Therefore, flexibility and the ability to carefully assess the situation are essential in conflict management. By understanding and applying various conflict management strategies, we can manage conflict more effectively and create a more harmonious and productive environment.

### **Conflict Management Factors**

Conflict management is a complex and important process in organizations, which aims to identify, address, and resolve disputes that arise. The factors that influence conflict management are very diverse and can be divided into several main categories, such as individual, relationship, structural, and cultural factors. Understanding these factors helps organizations develop effective strategies for managing conflict (Furlong, 2020).

Individual factors in conflict management include various personal characteristics that influence how a person interacts and resolves problems. One important characteristic is emotional intelligence. Individuals with high emotional intelligence are able to manage their own emotions well and understand the emotions of others. This ability is very important in defusing tensions and preventing conflict escalation. By understanding the feelings and perspectives of others, individuals can take wiser steps in resolving differences.

In addition to emotional intelligence, communication skills also play a crucial role. Good communication skills allow individuals to convey messages clearly and effectively, as well as listen actively. Effective communication can prevent misunderstandings that often trigger conflict. By listening actively, individuals can show empathy and understand the needs and concerns of others, making it easier to find mutually beneficial solutions.

Personal experience is also an important factor in conflict management. Individuals who have experience in dealing with previous conflicts tend to be more prepared and confident in handling similar situations in the future. This experience provides insights and strategies that can be applied to resolve conflicts more effectively. In addition, personal experience also helps individuals to remain calm and not easily provoked in stressful situations.

On the other hand, relationship factors within the organization also have a big influence. The dynamics of relationships between individuals can determine how likely a conflict is to occur. Strong relationships and mutual trust between team members can reduce the potential for conflict, due to mutual respect and good cooperation. Conversely, poor relationships or relationships full of distrust can worsen the situation and trigger greater conflict.

It is important for managers to create a work environment that supports collaboration and mutual respect. By building a positive work culture, organizations can encourage open and transparent communication. This not only reduces the potential for conflict, but also increases employee productivity and job satisfaction. Managers need to set a good example in communicating and showing empathy, thus creating a harmonious and conducive work atmosphere for all team members.

Structural factors in an organization include various aspects such as hierarchy, roles, and responsibilities. A clear and transparent organizational structure is essential to reducing conflict, as this clarity allows each member of the organization to understand their respective roles and responsibilities. When the organizational structure is unclear, it can lead to confusion and disagreements among team members.

The hierarchy in an organization determines the flow of communication and decision-making. With a clear hierarchy, each team member knows who they report to and who is responsible for certain decisions. This helps avoid overlapping tasks and ensures that each decision is made by the right person. On the other hand, an unclear hierarchy can lead to confusion and conflict, as team members may not know who is responsible for what.

Clear roles and responsibilities are also essential to reducing conflict. When each team member knows what is expected of them and what they are responsible for, they can work more efficiently and harmoniously. Ambiguity in roles and responsibilities can lead to confusion and frustration, which can ultimately lead to conflict. Therefore, it is important for organizations to establish clear roles and responsibilities for each team member.

Additionally, effective communication is also an essential part of a good organizational structure. With clear and open communication, team members can share information and ideas more easily, which

can help reduce misunderstandings and conflicts. Poor communication can lead to confusion and mistrust, which can ultimately lead to conflict. Therefore, it is important for organizations to encourage effective communication at all levels.

Lastly, it is important for organizations to regularly review and update their structures according to needs and changes. Rigid and inflexible structures can act as barriers to innovation and adaptation, which can ultimately lead to conflict. By regularly reviewing and updating their structures, organizations can ensure that they remain relevant and effective in the face of challenges and changes.

Cultural factors within an organization play a significant role in shaping the internal dynamics and relationships between employees. The values, norms, and practices that exist within an organization reflect the identity and character of the organization. When the organizational culture supports openness, fairness, and inclusiveness, it creates an environment conducive to honest and transparent communication. Employees feel more comfortable expressing their opinions and concerns without fear of negative consequences, which in turn helps in managing conflict more effectively.

On the other hand, an organizational culture that is rigid and intolerant of differences can exacerbate conflict. When an organization does not allow for dissent and diversity, employees may feel pressured and unappreciated. This can lead to tension and dissatisfaction that can lead to greater conflict. An inflexible culture also tends to stifle innovation and creativity, as employees feel restricted from coming up with new ideas.

Creating an inclusive and equitable culture is an important step in reducing the potential for conflict. Organizations that value diversity and encourage the active participation of all employees tend to have higher levels of collaboration. Employees feel valued and recognized for their contributions, which increases their motivation and loyalty to the organization. Additionally, an inclusive culture also helps in attracting and retaining the best talent, as prospective employees tend to look for a supportive and equitable work environment.

An inclusive organizational culture also plays a role in building stronger relationships between employees. When employees feel accepted and valued, they are more likely to work together and support each other. This creates a positive and productive work

climate, where conflicts can be resolved in a constructive manner. Employees who feel a strong bond with their coworkers are also more likely to commit to common goals and work towards the success of the organization.

Overall, an organizational culture that supports openness, fairness, and inclusiveness is key to managing conflict more effectively. By creating an environment that values diversity and encourages honest communication, organizations can reduce the potential for conflict and increase collaboration among employees. An inclusive culture not only helps in managing conflict, but also contributes to the long-term success of the organization by creating a positive and productive work climate.

In addition to these factors, it is also important to consider the external context that can influence conflict management. External factors such as economic, political, and social changes can influence the dynamics of conflict within an organization. For example, significant economic changes can cause uncertainty and tension in the workplace, which in turn can trigger conflict. Therefore, it is important for managers to stay alert to external changes and develop flexible strategies to manage conflict.

By understanding and managing these factors, organizations can create a harmonious and productive work environment. Effective conflict management not only helps in resolving disputes, but it can also improve the overall performance of the organization. By creating a positive and supportive work culture, organizations can encourage collaboration, increase employee satisfaction, and achieve their business goals more effectively.

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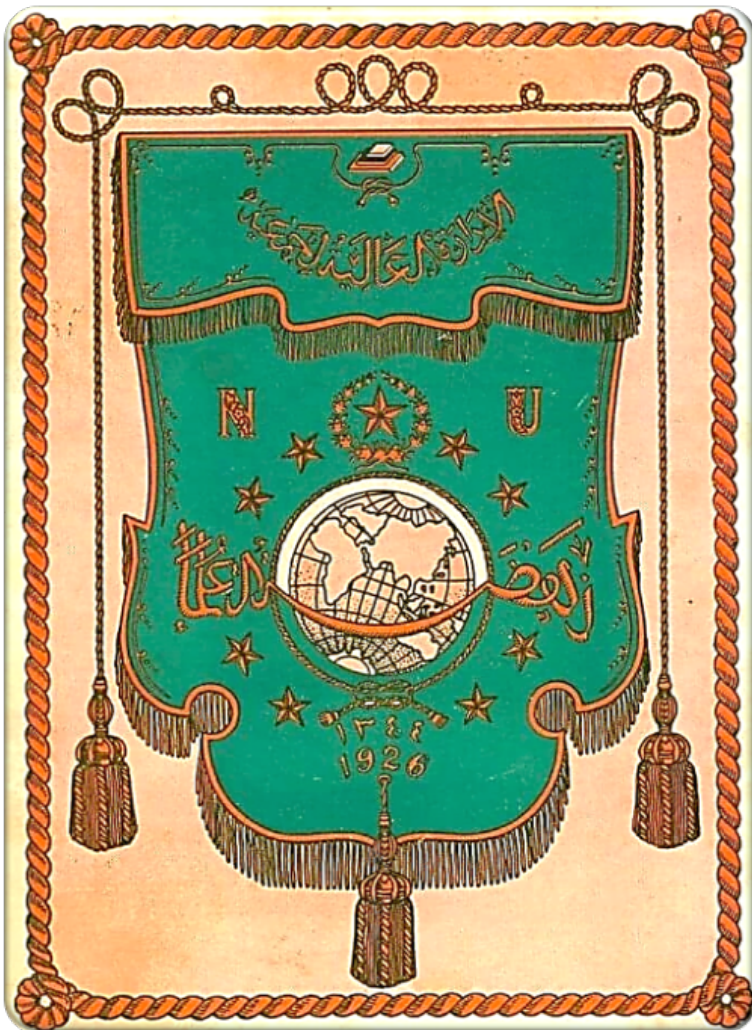
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## Author History



Ahmad Tantowi, born in Kendal, March 1, 1961. His education began at Jambearum Elementary School, graduating in 1973, then continued to PGA NU Al-Hidayah Kendal, graduating in 1981. In 1982-1987, he served at the Al-Balagh Islamic Boarding School (KH. Misbah Musthofa) Bangilan Tuban, East Java.

He obtained a bachelor's degree in Islamic Education from Sultan Agung Islamic University (UNISSULA) Semarang in 1991. He obtained a Master of Science (M. Si) degree in Economics and Development Studies from Darul Ulum University Jombang, East Java in 2001. In 2010 he obtained a Master's degree in Educational Management (M . Pd) from Muhammadiyah University of Surakarta (UMS). In 2015, he received a Doctorate Degree in Economics from the Merdeka University (UNMER), Malang, East Java.

As an academic, he currently serves as Chair of the Kendal Islamic College (STIK). In 2013 as Chair of the Selection Team (Team-Sel) for Kendal Regency KPUD Members, Chair of the Kendal Regency Education Council (2013-2018), Secretary of the Communication Forum for Private Islamic Religious Universities (FKPTKIS) Kopertais Region X Central Java (2010-2015, 2015 -2020) and re-elected as FKPTKIS secretary for the 2020-2022 period. Chairman of the Communication Forum for Private Islamic Religious Universities (FKPTKIS) Kopertais Region X Central Java (2022-2027). Deputy Chairman of LPTNU PW NU Central Java, Treasurer ISHARI PW NU Central Java. Also serves as Chair of the Indonesian Institute for Media and Society Ethics Studies (eLSEMM) Semarang from 2009 to the present and Chair of the Trustees of the Indonesian

Institute for the Study of Media and Society Ethics (eLSEMM) from 2009 to the present.

Apart from that, he was also the initiator of the Kendal Smart Movement (launched by the Regent of Kendal on April 3 2014) which received a positive response from the people of Kendal. Chairman of the Trustees of the Darul Fikri Kendal Foundation which oversees Raudlatul Athfal (RA) Darul Fikri Jambearum and Vocational School Darul Fikri Kendal and as Caretaker of the Darul Fikri Jambearum Islamic Boarding School Patebon Kendal. He is quite prolific at writing. Books of his work that have been circulated: 1) Islamic Education in the Era of Global Transformation, 2) Islamic Boarding School-style Political Education, 3) Multicultural Education and Religious Deradicalization, 4) Teacher Performance, Study of Competence, Motivation and Work Culture, 5) Educational Learning Methodology Islamic Religion, 6) Philosophy of Islamic Education, 7) Islamic Practice of Ahlussunnah Wal Jama'ah An-Nahdliyah, 8) Pancasila Education in Higher Education. 9) Superior Strategy in Human Resource Management: From Theory to Practice, 10) Superior Strategy in Human Resource Management: From Theory to Practice, 11) Islamic Education in the Modern Era: Bridging Tradition and Innovation. And scientific works resulting from research that have been published in both accredited national journals and reputable international journals.

Now he lives in Jambearum RT. 01 RW. 02 Patebon District, Kendal Regency with his beloved wife Hj. Siti Mu'allifah, and three beloved children, Jundi Millah Ahmad, SH., M.Kn, H. Fahad Millata Ahmad, S. Pd, H. Nehru Millat Ahmad, M. Ag (doing PhD at UIN Walisongo Semarang). And occasionally entertained by his two beloved grandchildren Jihan Millati Ahmad and Zaka Dewangga Ahmad.



Welcome to the dynamic and challenging world of Human Resource Management! This book, “Superior Strategy in Human Resource Management: From Theory to Practice”, is specially designed for those of you who want to understand and master the art of managing human resources effectively and efficiently. In the era of globalization and digitalization that continues to grow, the role of human resource management is becoming increasingly crucial. This book not only presents basic concepts and theories, but also provides practical guidance that can be directly applied in your work environment. Each chapter is carefully structured to provide a deep understanding of various aspects of human resource management, from planning, career development, recruitment, to conflict management and organizational culture. We believe that human resources are the most important asset in every organization. Therefore, this book is here to help you develop a superior strategy in managing human resources, so that you can achieve organizational goals more effectively. With a comprehensive and practical approach, this book is suitable for HR professionals, managers, academics, and anyone interested in deepening their knowledge in this field. We hope this book can be a valuable and inspiring reference for you. Happy reading and may you gain new insights that are useful for your career and organization.

